

PROFESSIONALIZING & ENRICHING THE CONGRES-
SIONAL INTERNSHIP AND FELLOWSHIP EXPERI-
ENCE

HEARING
BEFORE THE
SELECT COMMITTEE ON THE
MODERNIZATION OF CONGRESS
OF THE
HOUSE OF REPRESENTATIVES
ONE HUNDRED SEVENTEENTH CONGRESS
FIRST SESSION

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PROFESSIONALIZING AND ENRICHING THE CONGRESSIONAL INTERNSHIP AND FEL- LOWSHIP EXPERIENCE

THURSDAY, APRIL 29, 2021

HOUSE OF REPRESENTATIVES,
SELECT COMMITTEE ON THE
MODERNIZATION OF CONGRESS,
Washington, DC.

The committee met, pursuant to call, at 2:02 p.m., via Zoom, Hon. Derek Kilmer [chairman of the committee] presiding.

Present: Representatives Kilmer, Cleaver, Perlmutter, Phillips, Timmons, Rodney Davis of Illinois, and Van Duyne.

The CHAIRMAN. The committee will come to order.

Without objection, the chair is authorized to declare a recess of the committee at any time.

I now recognize myself for 5 minutes to give an opening statement. I promise I will try to keep it under 5 minutes.

Two weeks ago, we invited our colleagues to a Member Day hearing so that they could share their ideas for how to make Congress work better for the American people. We heard a lot of great ideas. I think it is clear that there remains a lot of opportunity for us to make some positive change over the next 20 months or so.

But one area that really stood out to the members of this committee at our Member Day hearing was just the various recommendations for improving staff capacity and diversity.

I would like to say this is a new issue—it is not. Our colleagues raised similar concerns about staff recruitment and retention and diversity in our Member Day hearing at the start of the 116th Congress. And we listened to those concerns, and we had several hearings and virtual discussions focused on boosting staff capacity and diversity. In fact, the committee made a number of strong recommendations in this space and I am proud of the work we did.

But that work is far from finished. The staffing recommendations we made in the 116th began to get at some of the challenges staff face, but those challenges are many, and for a bunch of institutional and political reasons they can be hard to fix.

So the irony is that these issues should be easy, because if there is anything we can all agree on it is that our staff are dedicated public servants who deserve the kind of pay and benefits that modern workplaces offer.

Our staff choose careers on the Hill despite the long hours and lower pay compared to what they could make in the executive branch or the private sector.

They have a relative lack of job security. Like the Members of this Committee, they are on a 2-year contract with hundreds of thousands of people making the decision about contract extensions.

We know that Congress is fortunate, though, to attract such talented and hardworking staff, and we also know that it is hard to keep them here.

I am afraid it is going to keep getting harder unless we figure out how to make Congress a place that not only attracts, but holds on to talented staff.

So what does all this have to do with professionalizing and enriching the congressional internship and fellowship experience, which is the topic of our hearing today?

Well, the answer is everything. Everything because internships are really the main pipeline to a career on the Hill. So many staffers begin their Hill career as interns and it is how you get a foot in the door and begin to work your way up the staffing ladder.

I will confess, the summer after my freshman year of college I served as an intern for a Member of Congress for whom I have great affection, for whom I have tremendous respect, and with whom during my internship I had very limited interaction.

In fact, the longest I got to spend with him was on my very final day of my internship. He invited me into his office and he said, "I am now going to teach you the most important lesson of your internship."

And I leaned forward eager to get his lesson. And he said, "There are people in this town who would kill to learn what I am about to share with you."

And I leaned further forward in my chair. Then he opened up his desk drawer, he pulled out a cigar, and he said, "I am going to teach you how to light and smoke a cigar."

So that was my internship experience. But, listen, we know that many Hill careers do begin as internships. What we don't know is how many potential Hill careers end because of internships. And.

That is something we really need to consider. Through no fault of their own, some interns end up with supervisors who are poorly trained at managing, if they are trained at all. There can be a lack of consistency to the work they are given or a lack of clarity around professional goals. Others may feel out of place because they don't see other interns who look like them or who share common backgrounds and experience. And these are deterrents to pursuing a career on the Hill.

They are also things we can and should fix. Congress needs to figure out how to recruit interns who reflect the diversity of our constituencies and then provide those interns with an experience that makes them want to pursue a career on the Hill.

The same logic applies to fellows. Congress desperately needs the expertise that fellows can provide, but the process of getting them to the Hill can be exceedingly difficult. While rules governing Hill fellowships are necessary, navigating them shouldn't be a deterrent to serving.

So streamlining the process for placing fellows and ensuring that their Hill experience is fulfilling will actually help Congress retain fellows.

So I am looking forward to hearing what the experts who are joining us today recommend. This committee is all about good ideas for making Congress a more effective and efficient institution. I think we can learn a lot by listening to people who have done the research and figured out what it takes to make internship and fellowship programs successful.

So with that, I would like to now invite Vice Chair Timmons to share some opening remarks as well.

[The statement of The Chairman follows:]

Mr. TIMMONS. Thank you, Mr. Chairman.

And thank you to both our panels of witnesses for being here today to talk about staffing challenges on Capitol Hill.

A robust Capitol internship program is crucial to the success of not only Members of Congress, but those young people who make up that program. Many staff here in Congress and some Members started out as interns on the Hill.

I actually was an intern in 2006. I was fortunate enough to transition to a job as a staff assistant, and I was working for then Senate Majority Leader Bill Frist. And when he decided not to run for office, I actually left the Hill and moved back to South Carolina because pay was just generally abysmal, and it was hard to make ends meet.

So I know these challenges personally, as I am sure several of you do as well.

The internship program has so much potential. It can do so much good. But, unfortunately, for too many people internships are an obstacle, not a stepping stone in their career.

For years, committees in Congress have talked about staffing challenges. As far back as 1946, recommendations have been made regarding congressional staffing. That just goes to show how hard these institutional challenges are to fix.

Attracting talented and hardworking interns and retaining qualified staff is a struggle for many offices on the Hill. I am looking forward to hearing from our witnesses today on what recommendations we can work towards to keep that talent here on the Hill.

The committee made several recommendations on this topic in the 116th Congress, and I welcome discussion on how we can improve and build upon those recommendations in order to attract and retain qualified and diverse interns and staff.

With that, Mr. Chairman, I am looking forward to this hearing. And I will yield back. Thank you.

[The statement of Mr. Timmons follows:]

The CHAIRMAN. Thank you, Mr. Vice Chair.

Today, we have two panels of witnesses. Our first panel features four experts on congressional internships and fellowships, and our second panel features three witnesses who will share best practices and experiences from running successful internship programs off the Hill.

Witnesses are reminded that your oral testimony will be limited to 5 minutes. And without objection, your written statements will be made part of the record.

Our first witness is Dr. James Jones. Dr. Jones is an assistant professor at Rutgers University and a leading expert on congressional staff diversity. He has authored two groundbreaking policy

reports on racial representation among congressional staff, including “The Color of Congress,” which analyzed racial representation among House interns.

Dr. Jones is a former congressional intern. We are part of a club.

Dr. Jones, you are now recognized for 5 minutes to give an oral presentation of your testimony.

STATEMENTS OF DR. JAMES R. JONES, ASSISTANT PROFESSOR, RUTGERS UNIVERSITY-NEWARK, ON BEHALF OF HIMSELF; CARLOS VERA, CO-FOUNDER AND EXECUTIVE DIRECTOR, PAY OUR INTERNS; AUDREY HENSON, FOUNDER, COLLEGE TO CONGRESS; AND TRAVIS MOORE, FOUNDER AND DIRECTOR, TECHCONGRESS

STATEMENT OF JAMES R. JONES

Mr. JONES. Thank you so much.

Good afternoon, Chair Kilmer, Vice Chair Timmons, and other members of the committee. Thank you so much for the opportunity to speak with you. As you mentioned, I am here because a paid congressional internship changed my life.

As a CBCF intern, I observed the inner workings of Congress, which provided me with an education on democratic institution that far surpassed anything I learned as a political science major at college.

At the same time, I witnessed the shortcomings of Congress as an institution where people of color are underrepresented in the congressional workplace overall and conspicuously absent from top staff positions.

This work experience set me along a path to become a sociologist, and I have spent my academic career studying how inequality in the congressional workplace is created and maintained and its effects on our democracy.

Today, I want to talk to you about one dimension of my research and what I believe to be the most important reforms that Congress can adopt to improve racial representation in its workplace: collecting the data necessary to see and fight inequality.

As you know, in 2018, Congress passed legislation to provide House and Senate offices with allowances for paid internships. I led a research project for Pay Our Interns that investigated who congressional offices paid that first year.

Now, sadly, we found that these paid opportunities were unequally distributed along racial lines. In our last report, “Who Congress Pays,” we showed that White students were overrepresented amongst paid interns and Black and Latino students were underrepresented.

For example, White students make up about 52 percent of the national undergraduate population, but accounted for about 76 percent of paid interns. In contrast, Black and Latino students make up about 15 and 20 percent of the undergraduate population but accounted for 7 percent and about 8 percent of paid interns, respectively.

Now, as you guys have mentioned, these findings are disappointing for many reasons, but chief among them is that we

know that internships often lead to paid staff positions and even often lead you to becoming a Member of Congress themselves.

Paying congressional interns for the labor is an important first step in strengthening congressional capacity. However, as my research indicates, there is so much more work to be done. There is a need for more funding to pay interns a living wage, and congressional offices should adopt more diverse recruitment practices.

However, increasing racial representation amongst congressional interns is not just about resources and recruitment. It is also about establishing and promoting transparent hiring practices.

Let me explain how this all works together.

As I see it, what sets Congress apart from the many other workplaces that are majority White is that congressional workplaces are exempt from many Federal workplace laws.

These exemptions have made Congress a nontransparent and insular work institution, and they are a key mechanism through which racial inequality is created and maintained.

So, for example, Congress does not collect demographic data about the racial and gender identities of its workers. Most employers are required by Federal law to collect these data and this is a process which is often a part of new employee onboarding.

These demographic data have been an invaluable resource for researchers like myself to investigate the presence of discrimination. Put simply, these data help determine racial and gender disparities in pay, promotion, and retention.

Now, unfortunately, Members of Congress have exempted themselves from these demographic reporting requirements. This lack of transparency makes the congressional workplace a black box where racial inequality is allowed to fester undisturbed.

It also denies voters the ability to hold their elected officials accountable for hiring staffers and interns who look like them. As we know, in a democracy the perspectives of voters is paramount. In order for them to make informed decisions about how they are represented, they need information. So this opacity is in a sense a threat to our democratic process and an inclusive and multiracial democracy.

Last year, Representative Aguilar successfully proposed an amendment to the legislative branch appropriations bill to collect demographic data on all paid House interns as a method of improving transparency and representation. This is a step in the right direction.

However, Congress should go further. It needs to collect and publish demographic data on paid and unpaid interns, as well as fellows, to ensure that these work opportunities are equitably distributed.

Data collection should include information about their race and their gender, as well as other important factors, like socioeconomic status, in order to identify if those who are most economically disadvantaged are able to work in the People's House.

Now, to be sure, these data alone will not solve the problem of an unrepresented class of interns and fellows. However, we cannot address this vexing democratic dilemma without it. This information is vital for understanding the scope of the problem, setting benchmarks, and measuring progress.

It matters who works in the Halls of Congress. It is often said that today's interns are tomorrow's leaders. Today, the highest ranking women in government, Speaker of the House Nancy Pelosi and Vice President Kamala Harris, both began their political careers as congressional interns.

It is vital that Congress does everything possible to ensure that the leaders of tomorrow reflect the diversity of this country. To do this, Congress must adopt diverse and transparent hiring practices.

Thank you.

[The statement of Mr. Jones follows:]

Written Testimony of Dr. James R. Jones
Assistant Professor of African American Studies and Sociology
Rutgers University-Newark

Before the Select House Committee on the Modernization of Congress
Re: Professionalizing & Enriching the Congressional Internship and Fellowship Experience
Thursday, April 29, 2021

Chair Kilmer, Vice Chair Timmons, and distinguished Members of the U.S. House Select Committee on the Modernization of Congress, thank you for the opportunity to speak with you.

I am here before you because a paid congressional internship changed my life. As a Congressional Black Caucus Foundation intern, I observed the inner workings of Congress, which provided me with an education on democratic institutions that far surpassed anything I learned as a political science major in college. At the same time, I witnessed the shortcomings of Congress as an institution, where people of color are underrepresented in the congressional workplace overall and are conspicuously absent from top staff positions. This work experience set me along a path to become a sociologist and I have spent my academic career studying how inequality in the congressional workplace is created and maintained, and its effects on our democracy.

Today, I want to discuss one dimension of my research — and what I believe to be one of the most important reforms that Congress can adopt to improve racial representation in its workforce: collecting the data necessary to see and fight inequality.

In 2018, Congress passed legislation to provide House and Senate offices with allowances for paid internships. I led a research project for Pay Our Interns that investigated who congressional offices hired with these allowances during the first year that this funding was available in 2019. Sadly, we found that these paid opportunities were unequally distributed along racial lines. In our report, “Who Congress Pays,” we show that White students were overrepresented and Black and Latino students were underrepresented among paid interns.¹ For example, White students make up only 52 percent of the national undergraduate population but accounted for 76 percent of paid interns. In contrast, Black and Latino students make up 15 and 20 percent of the undergraduate population, but accounted for 6.7 and 7.9 percent of paid interns, respectively.

These findings are disappointing for many reasons, but chief among them is that we know that internships often lead to paid staff positions. In a recent study of congressional staff, over 50 percent indicated that they started their careers on Capitol Hill as interns.² As such, the underrepresentation of people of color among paid interns directly contributes to the underrepresentation of people of color among legislative staff.

¹ Jones, James R., Tiffany Win and Carlos Mark Vera. 2021. “Who Congress Pays: Analysis of Lawmakers’ Use of Intern Allowances in the 116th Congress.” Washington D.C.: Pay Our Interns

² Furnas, Alexander C. and Timothy M. LaPira. 2020. “Congressional Brain Drain: Legislative Capacity in the 21st Century.” Washington D.C.: New America Foundation

Paying congressional interns for their labor is an important first step in strengthening congressional capacity, however, as my research indicates, there is still much more work to be done. There is a need for more funding to pay interns a living wage and congressional offices should adopt more diverse recruitment practices. However, increasing racial representation among congressional interns is not just about resources and recruitment, it is also about establishing and promoting transparent hiring practices. Let me explain how this all works together.

As I see it, what sets Congress apart from the many other workplaces that are majority-white is that the congressional workplace is exempt from many federal workplace laws. These exemptions have made Congress a non-transparent and insular work institution and they are a key mechanism through which racial inequality is created and maintained.

For example, Congress does not collect demographic data about the racial and gender identities of its workers. Most employers are required by federal law to collect these data, a process which is often a part of new employee onboarding. These demographic data have been an invaluable resource for researchers to investigate the presence of discrimination in large and small organizations nationwide. Put simply, these data help determine racial and gender disparities in pay, promotion, and retention.

Unfortunately, members of Congress have exempted themselves from these demographic reporting requirements. This lack of transparency makes the congressional workplace a black box where racial inequality is allowed to fester undisturbed. It also denies voters the ability to hold their elected officials accountable for hiring staff and interns who look like them. In a democracy, the perspectives of voters is paramount. In order for them to make informed decisions about how they are represented, they need information. This opacity is, in a sense, a threat to our democratic process and an inclusive multiracial democracy.

Last year, Representative Pete Aguilar successfully proposed an amendment to the 2020 Legislative Branch Appropriations Bill to collect the demographic information of all paid House interns as a method of improving transparency and racial representation. Despite the fact that this spending bill did not pass, this type of proposed reform is a step in the right direction.

Congress needs to collect and publish demographic data on fellows and on paid *and* unpaid interns to ensure that these work opportunities are equitably distributed. Data collection should include information about race and gender as well as other important factors like socioeconomic status in order to identify if those from the most economically disadvantaged backgrounds are able to work in the People's House. To be sure, these data alone will not solve the problem of an unrepresentative class of interns and fellows, however, we cannot address this vexing democratic dilemma without it. This information is vital for understanding the scope of the problem, setting benchmarks, and measuring progress.

It matters who works in the halls of Congress. It is often said that today's interns are tomorrow's leaders. Today, the highest ranking women in government, Speaker of the House Nancy Pelosi and Vice President Kamala Harris, both began their political careers as congressional interns. It is vital that Congress does everything possible to ensure that the leaders of tomorrow reflect the diversity of this country. To do this Congress must adopt diverse and transparent hiring practices.

The CHAIRMAN. Thank you, Dr. Jones.

Our second witness is Carlos Vera. Mr. Vera is the co-founder and current executive director of Pay Our Interns.

Originally from Colombia, Carlos was raised in California, but moved to Washington, D.C., to attend American University. While at AU, Carlos was an unpaid intern at the White House, the European Parliament, and the House of Representatives.

Carlos' efforts on Capitol Hill led him to be named a Forbes 30 Under 30 Honoree, an Echoing Green Fellow, a Camelback Ventures Fellow, a Top 20 Changemaker by NBC Latino, and an Aspen Ideas Fellow.

Mr. Vera, you are now recognized for 5 minutes to give an oral presentation of your testimony.

STATEMENT OF CARLOS VERA

Mr. VERA. Chairman Kilmer, Vice Chair Timmons, members of the Select Committee, thank you so much for inviting me to testify on this important topic.

My name is Carlos Vera, and I am not only the ED of Pay Our Interns, but I am also a former unpaid House intern myself.

Pay Our Interns is all about creating equitable pathways so that we have institutions that reflect our great Nation. The recent report we released alongside Dr. Jones shows that there is much more work to be done.

Students who attend private universities are disproportionately overrepresented compared to those who go to public schools. We found virtually zero students who attend community colleges.

And, of course, the racial demographics need to improve, and that is because equity needs to be put at the center of this program.

With that being said, Congress should be proud of how far along it has come. In 2017, when Pay Our Interns released our report, it showed that less than 10 percent of House offices offered paid internships. That number now is over 90 percent.

Here are some recommendations that we believe will strengthen the program.

The fund for interns needs to increase. Our data shows that the average stipend for a House intern is about \$1,600 for a full internship. That simply is not enough to live and intern in D.C.

Thankfully, there is effort by Representatives Adam Smith and Seth Moulton that would increase the fund to \$40,000. This will allow for stipends to increase closer to \$15 an hour.

Additionally, the internship fund not only is accessible to personal offices, but also leadership offices. Unfortunately, committees do not have dedicated funding to pay their interns.

And we know that some of the most memorable, enriching ones are in committees. So there is an effort being rep by Darren Soto that would provide \$70,000 for each committee to pay interns and fellows.

We also believe that you need to broaden recruitment. The reason why top schools and those in D.C. are overrepresented in the intern population is because those schools have large endowments, they have resources, they have buildings and staff that basically make sure that their students get these opportunities.

State schools, community colleges, and MSIs simply cannot compete. That is why we believe that it is important, you know, look at your district. If you have a community college, if you have a Tribal college, reach out, partner with the career center, with the political science department. Do a quick 20, 30-minute webinar. That will make a huge difference.

And beyond that, it is also about equitable access and transparency. I was at a college in Wisconsin encouraging students to apply and one of them got on the website of their Member and they raised their hand and they showed their phone, and the Member's website stated that all their internships were unpaid, even though I personally knew that they did pay some interns.

Believe it or not, that is a huge deterrent for a lot of folks. The single factor in deciding whether they apply or not is, "Can I afford to come to D.C.?"

So we highly encourage offices, you know, you don't have to put how much money, because I get that it fluctuates, but at least putting that a stipend is available really incentivizes working class youth to apply for these positions, especially since our study showed that 90 percent of House offices either don't mention pay or mention all internships are unpaid.

Additionally, we believe in expanding remote access. Current House rules only allow for interns to telework during pandemics and other emergencies. We believe it should be permanent. Representatives Jayapal and Omar are leading the push to make this permanent, and this will allow folks that could intern from their home in Idaho, Texas, or wherever in the country.

We believe that the committee should look at creating an intern support office. Once a fund was created over 80 offices reached out for help, because we know a lot of intern coordinators are just a year older than interns and have other responsibilities. By having an office dedicated to this, it could really be a game-changer.

The last one is looking at housing. There is an empty dormitory building used for the now defunct House page program. It is no longer being used and Congress should consider using that for working class youth.

And most importantly, looking at increasing the MRA. Our work will be futile if interns become staffers and they have to quit because they can't afford to live in D.C.

And, lastly I am very encouraged because in a time of deep polarization, the fact that Republicans and Democrats have come together to work on this gives me hope.

Thank you very much.

[The statement of Mr. Vera follows:]

Testimony of Carlos Mark Vera

Co-Founder and Executive Director, Pay Our Interns

Before the House Select Committee on the Modernization of Congress, On Access to Equitable Internships

April 29, 2021

Chair Kilmer, Vice Chair Timmons, and Members of the Committee, thank you for inviting me to testify on this important issue today. My name is Carlos Mark Vera and I am the co-founder and Executive Director of Pay Our Interns, and a former House intern. Pay Our Interns was created with the goal of ensuring equitable access to paid professional opportunities to all those starting their careers or pivoting to new industries and are in need of professional experience.

Internships have long been an essential aspect of career growth for young people looking to work in Congress. The lack of dedicated funding for committees and livable wages for personal offices—combined with the unpaid internships many offices previously offered—have served as barriers for those looking for internships and fellowships on Capitol Hill. This has excluded working-class communities from these opportunities, particularly low-income students and people of color.

Back in 2017, our goal was convincing Congress to create a paid internship program. Few thought this was realistic given the increase in polarization, lack of data around Hill internships, and because few offices responded to our request to meet. For six months, a small team of three people went to all 541 offices to collect data on internships.

In June 2017, Pay Our Interns released a report titled, “Experience Does Not Pay the Bill: Why Congress Should Pay their Interns.” Our findings showed that less than 10% of House members offered paid internships.¹ In our report, we listed issues facing intern equity *as well as* potential solutions.

One of our recommendations was for a line-item where each office would receive a fund to pay interns. This was intended to emulate the Lyndon B. Johnson Congressional internship program which existed in the House from 1974 to 1994. We are happy to have worked with a bipartisan group of legislators to accomplish this in 2018. We are proud of how far this work has come along. And we are thrilled to say that, **in under three years, paid internships in House Offices went from 10%² to 90%³. Nevertheless, there is still much we need to address.**

¹ Vera, Carlos Mark and Daniel Jenab. 2017. “Experience Doesn’t Pay the Bills: Why Paid Internships are a Must in Congress.” Washington D.C.: Pay Our Interns.

² Vera, Carlos Mark and Daniel Jenab. 2017. “Experience Doesn’t Pay the Bills: Why Paid Internships are a Must in Congress.” Washington D.C.: Pay Our Interns.

³ Jones, James R., Tiffany Win and Carlos Mark Vera. 2021. “Who Congress Pays: Analysis of Lawmakers’ Use of Intern Allowances in the 116th Congress.” Washington D.C.: Pay Our Interns.

Now is the time to shift the conversation from paying interns to examining intern compensation and who exactly is benefiting from the House paid internship program. Below are recommendations that will ensure offices can have more equitable programs.

Pay Our Interns recommends the Select Committee:

- **Increase Fund Allocations**

The average total stipend amount per intern in the House (\$1,612.53) is not enough to travel to and live in DC.⁴ These stipends do not cover the minimum cost of living in the DC area, which is \$6,514 for a House internship.⁵ The stipend amount must increase.

- Support increased funding for the House Paid Internship Program each year. For FY22, allowances for interns should be no less than **\$40,000** in a calendar year for each House office.
- Ensure offices can compensate two part-time interns at \$15 per hour for the full year and the rest can be allocated to stipend other need-based applicants.
- Lift the monthly \$1,800 cap for intern compensation, which limits an office's ability to provide their interns a living wage.

- **Create Dedicated Committee Funding**

Committees should have dedicated funding to compensate interns the same way personnel and leadership offices do. Currently there is no dedicated funding for Committee Internships.

- Support the FY22 proposal to create the appropriated funds of \$1,470,000 that would grant an allowance of \$70,000 per House Committee.

- **Broaden Recruitment**

Congressional offices must be more intentional and dedicated in conducting outreach to minority-serving institutions and public colleges in their districts, so we can have more racially and socio-economically diverse intern classes. Moving forward:

- Expand outreach to community colleges, Historically black colleges and universities, and minority-serving communities.
- Allow DACA students to be eligible for the paid internship program.

- **Increase Equitable Access**

- Explicitly state that internships are paid. A 2019 review conducted by Pay Our Interns found that 30 percent of House offices omitted information about salaries on their websites and 61 percent of House offices advertised that they did not offer paid internships.
- Advertise internships on social media platforms like Twitter and Instagram.
- Share the posting on Members' website.

⁴ Jones, James R., Tiffany Win and Carlos Mark Vera. 2021. "Who Congress Pays: Analysis of Lawmakers' Use of Intern Allowances in the 116th Congress." Washington D.C.: Pay Our Interns.

⁵ Jones, James R., Tiffany Win and Carlos Mark Vera. 2021. "Who Congress Pays: Analysis of Lawmakers' Use of Intern Allowances in the 116th Congress." Washington D.C.: Pay Our Interns.

- **Support the Creation of House Intern Resource Office**
 - Creating an office to provide support for interns will foster a stronger, more equitable, and more diverse internship pipeline on Capitol Hill.
- **Expand Remote Use**
 - Location should not be a barrier for getting an internship on the Hill. If the candidate possesses the skills to perform the duties but, for whatever reason, cannot be present in D.C., they should be given the same chance. During the pandemic, Congress and the rest of the country proved it can work from home and make the necessary adjustments.
 - Currently interns are only able to work remotely in cases of a disaster or an emergency and there has been a new push to make the rules permanent, so offices can have remote interns even after Congress resumes operations as they were pre-pandemic.
 - Remote internships allow a greater pool of applicants to apply for congressional internships, since they are not limited by the high costs of living in Washington, D.C.
- **Provide Intern Housing**
 - There is a building formerly used for the House Page program that could be repurposed for congressional intern housing for interns from working-class backgrounds.
 - In an increasingly expensive city and region, low and unpaid internships present challenges to students seeking to live and intern.
 - Provide assistance for interns around housing and living in Washington, D.C.

The CHAIRMAN. Thank you, Mr. Vera.

Next, we will hear from Audrey Henson. Ms. Henson founded College to Congress in 2016, a nonprofit dedicated to creating a more diverse, inclusive, and effective Congress by empowering the next generation of public servants after being inspired by her experience landing and navigating her first congressional internship.

A Pell Grant student, Ms. Henson had to work two part-time jobs and take out student loans to afford the opportunity to intern for free in Congress and later became a full-time staffer.

College to Congress is disrupting the pipeline of congressional staff and systematically changing the way our laws are written by helping students from rural, low income, and disadvantaged backgrounds secure full-time internships in Congress and covering the actual cost of an unpaid internship.

Ms. Henson, you are now recognized for 5 minutes.

STATEMENT OF AUDREY HENSON

Ms. HENSON. Thank you, and good afternoon, Chairman Kilmer, Vice Chairman Timmons, members of the committee staff, and, of course, good afternoon, interns. Thank you for having me back here today to provide some recommendations on how we can improve congressional internships.

My name is Audrey Henson, and I am the founder and CEO of College to Congress, a nonprofit I started in 2016 to systemically change Congress by empowering a diverse, inclusive, and effective generation of public servants.

I am here before you today to deliver some innovative and out-of-the-box solutions that I think Congress can adopt pretty quickly to start to fix this problem that, quite honestly, is having a profound negative effect not only in your offices here in Washington, but also back home in your districts.

As we all know and have agreed today, internship opportunities are the hallmark of a Member of Congress' tenure. We know that a congressional internship often leads to a job on the Hill, a career in public service, and at times can inspire a run for a future political office.

But what about the vast majority of interns who end up going back home to the district?

Although that internship impacted that one student, it shouldn't have ended there. The knowledge and the skills that they learned in our Nation's leading institution should have an exponential ripple effect inspiring dozens, if not hundreds, to become more civically engaged and have a more favorable view on Congress.

To encourage this outcome, we must ensure that internships are meaningful, that they are engaging, that they are overwhelmingly a positive experience. And you are going to get to do that by guaranteeing that interns have the training they need to succeed and streamlining the application process.

To guarantee that interns are adequately trained and to succeed on day one of that internship and make sure it is right for them, we are recommending a public-private partnership with College to Congress, so that we can provide training and resources before they even arrive in Washington.

Each office has the sole responsibility of shaping their own internship programs and equipping interns with skills that lead to future professional and personal success. But what if that office is unable to provide that world-class experience we all strive for?

We all know what it is like to have an intern coordinator who has way more work than they have time to do, maybe it is appropos season and the leg staff doesn't have much one-on-one time.

Well, that is why we think Congress desperately needs to standardize training for all incoming interns before they even arrive.

So far, College to Congress has trained more than 800 prospective interns on our own curriculum, C2C-University. Our coursework teaches interns the ins and outs of Congress, everything from answering the phones to even introducing legislation, so that they are ready to serve your office and your constituents on their very first day.

C2C-University prepares them for a successful and meaningful experience and helps students decide beforehand if they actually want to invest their career on Capitol Hill and spend their summer—and sometimes even their savings—trying to figure out what they want to do with their life.

As you can imagine, training them beforehand is going to have the added benefit of creating a better experience and match with your office as well.

We recommend that Congress engages in a public-private partnership with College to Congress to equip prospective and current interns with the skills they need to be successful in your office and beyond.

So, much like the actual internship program, the application process is also a logistical nightmare for students and offices. Each office has a different requirement and dates that vary from office to office, making it challenging to find the right fit.

One straightforward solution to help fix this problem would be for the House to adopt a standard application that all offices would use that makes it more accessible as well for interns to apply and to figure out where they should go intern.

This common application would ask basic demographic questions, include written answers, like why they want to intern, what policy issues they are interested in, and what leadership management style they prefer.

A standard application ensures the interns are matched with the right offices and they participate in the most meaningful opportunities available. It also streamlines the process of you finding your constituents who are interested in coming up and interning.

Congressional districts, your office up here, would all benefit from this common application.

Members of Congress have an obligation to their constituents to provide a world-class opportunity that benefits not only their office, but also their communities back home. An internship can serve as a gateway to a career on Capitol Hill.

But for those who take their talents elsewhere, we should strive to leave a lasting impact that shapes the future of so many more that don't make it to Capitol Hill.

We all agree that interns deserve to be paid more and that we should expand the availability of remote internships. But what good does that do if they aren't meaningful?

We at College to Congress strongly believe that Congress can provide these meaningful opportunities—with relative ease—by first creating this public-private partnership with us. Second, creating a common application that the House offices all use. And third, ensuring that every opportunity is truly meaningful.

I am more than happy to dig into your questions and provide more detail on how this can be achieved, and, of course, partner with your offices to ensure that you are providing meaningful opportunities that are sure to last a lifetime and not just a semester.

Thank you.

[The statement of Audrey Henson follows:]

The House Select Committee on the Modernization of Congress

Testimony by Audrey Henson, Founder and CEO of College to Congress

Good afternoon Chair Kilmer, Vice-Chair Timmons, Members of the Committee, staffers, and of course: interns. Thank you for having me back here today to provide recommendations on how to improve Congressional internships. My name is Audrey Henson, and I am the founder and CEO of College to Congress, a nonpartisan nonprofit I founded in 2016 intending to systemically change Congress by empowering a diverse, inclusive, and effective generation of public servants. C2C is known for its internship program that provides financial assistance to Pell Grant students that want to intern in D.C. but otherwise could not afford to due to socio-economic barriers. We provide a pipeline of minority and low-income students for your office, but in 2020 we launched C2C-University, a free online curriculum, and the country's premier Capitol Hill intern training platform. So far, we have trained more than 800 prospective interns--90% of whom have found full-time employment in the public sector--expanding our impact beyond our traditional internship program. I am here before you today to deliver innovative and out-of-the-box solutions that I believe that Congress can adopt in order to help fix a problem having profound negative impacts not only in your offices but also back home in your districts.

Internship opportunities are the hallmarks of Members of Congress's tenures. We all know a Congressional internship oftentimes leads to a job on the Hill, a career in public service, or inspires a future run for political office, but what about the vast majority of interns who end up going back to your districts? Although an internship on Capitol Hill impacts that one student tremendously—it should not end there. The knowledge and skills learned in our nation's leading institution should have an exponential ripple effect impacting dozens if not hundreds of others to become more civically engaged and view Congress more favorably. To encourage this outcome, you must ensure internships are meaningful, engaging, and an overwhelmingly positive experience by guaranteeing that interns have the training necessary to succeed and streamlining the application process.

To guarantee that interns are adequately trained to succeed on day one and to ensure that a hill internship is right for them--we recommend partnering with C2C to provide training and resources before they arrive in your office. Each office has the sole responsibility of shaping its internship program and equipping interns with skills that lead to a future filled with professional and personal success. What happens if an office is unable to provide the world-class experience we all strive for? Maybe their intern coordinator has a limited amount of time to spend with the interns due to their already heavy workload, or it is appropriations season, and legislative staffers cannot spend as much one-on-one time with the interns. That is why Congress desperately needs standardized training for all incoming interns before they arrive. As mentioned earlier, C2C has trained more than 800 prospective interns on our free, online curriculum, C2C-University, which has led to 90% of our alumnae finding full-time employment in the public sector. Our coursework teaches interns the ins and outs of Congress, from answering the phones to introducing legislation so that they are ready to serve your office and constituents on day one. C2C-U prepares them for successful and meaningful experiences and helps students decide

beforehand whether they are actually interested in a career on Capitol Hill before spending their entire summer, semester, or savings trying out something they don't like, which has the added benefit of creating a better match for your office. We recommend Congress engages in a public-private partnership with C2C to equip prospective and current interns with the skills to be successful in your office and beyond.

Much like the actual internship program, the application process is a logistical nightmare for students and offices. Each office has different requirements and dates ranging from office to office, making it challenging to find the right fit. One straightforward solution to help fix this problem would be for the house to adopt a standard application that all offices would use to make it more accessible for interns to apply and more manageable for offices to find the right interns. The common application would ask basic questions and include written answers like why they want to intern in Congress, what policy issues they are interested in, and what leadership or management style they prefer to work for. A standard application ensures the intern matches the right office, participates in the most meaningful opportunity available, and streamlines the process of finding your constituents interested in interning by hosting the applications in a centralized portal easily accessible and sortable by Congressional district, areas of interest, and so on.

Members of Congress have an obligation to their constituents to provide a world-class opportunity that benefits not only their office but their communities back home. An internship can serve as a gateway to a career on Capitol Hill, but for those that take their talents elsewhere, we should strive to leave a lasting impact that shapes the future of so many more that do not come to Capitol Hill. We all agree that interns deserve to be paid more and that we should expand the availability of remote internships, but what good does it do if they aren't meaningful experiences? We at C2C strongly believe that Congress can provide these meaningful opportunities by creating a public partnership with us, using a standard application that all house offices can access, and ensuring every opportunity is meaningful.

The Chairman. Thank you, Ms. Henson.

And our final witness on this panel is Travis Moore, founder and director of TechCongress. Previously, Mr. Moore was the legislative director for Representative Henry Waxman, the former chairman and ranking member of the Energy and Commerce Committee, who had jurisdiction over wide-ranging matters of technology policy-making.

He has launched a number of programs to build human capital and improve technological capacity inside and outside of Congress, including the first congressional digital communications training program in Congress.

Mr. Moore, you are now recognized for 5 minutes.

STATEMENT OF TRAVIS MOORE

Mr. MOORE. Wonderful.

Well, thank you, Chairman Kilmer, Vice Chairman Timmons, and esteemed members of the committee. Thank you for the opportunity to speak with you today.

I am the founder of TechCongress, and we are a startup non-profit placing computer scientists, engineers, and other technologists as policy advisers to Members of Congress through our Congressional Innovation Fellowships.

Technology is reshaping society—and Congress and its work—in fundamental ways and with increasing speed. But many of our brightest and most creative problem solvers, with hugely relevant tech and national security experience, who want to serve their country in Congress, simply can't make it through the front door of Capitol Hill.

I founded TechCongress because I needed it when I was a staffer. In 2013, the House was voting on the Cyber Intelligence Sharing and Protection Act. This was a tough vote for my then boss, Representative Henry Waxman, and in order to make an informed vote recommendation, I was trying to understand a few technical concepts. What is personally identifiable information? What did it mean to anonymize data?

I am sure you and all of your staffs have been in that exact situation. You have a tough vote in front of you and you are trying to understand the concept so that you can make the best decision.

Well, I searched for staff within Congress that could help me walk through my questions. But I found that there weren't staff on Capitol Hill with the necessary tech expertise to help me. As a result, I went outside the building to a tech company lobbyist for advice.

And that is because, out of the 3,500 legislative staff serving in Congress, at my best estimate there are fewer than 20 with meaningful training and backgrounds in technology.

Now why is that?

It is not for lack of supply. We have had 865 technologists apply for our programs over the last year, some of whom were willing to take six-figure pay cuts to work in Congress.

And, importantly, these are candidates that come from communities vastly underrepresented in Congress, including underrepresented people of color, women, and veterans. In fact, nearly 25

percent of our fellows to date are veterans, over 43 percent are people of color, which I am extraordinarily proud of.

We are the first organization in Washington or politics to offer a referral award for women, underrepresented people of color, and veterans to join our program.

But the core staffing challenge for Capitol Hill is that the pipeline that feeds staffing roles have not evolved to meet the needs of the institution and the country. If you are a technologist with professional experience who wants to serve your country in Congress, there is no clear entryway for you.

Fellowships can help solve that problem, however. And here is the good news, we are making progress on building tech capacity in Congress while supporting the incredibly hardworking and underresourced staff on Capitol Hill.

First, Congress is hiring technical staff, including a number of our alumni. We are proud to see this incremental progress and we need much more.

Second, Congress is creating tech talent pipelines. Senators Cotton and Shaheen offered the Technology National Security Fellowship program as part of the Defense Authorization in 2020. This fellowship is a joint program between DOD and Congress and the first cohort of recent STEM grads will arrive on Capitol Hill this fall.

Third, we had a team of fellows that were able to pilot the bipartisan proposal from Leader Hoyer and Leader McCarthy for a Congressional Digital Service on this very committee, and we are so, so grateful for your hosting of our team.

And, fourth, fellowships are building bipartisan working relationships. We have had great ideological diversity in our program. Fellows end up being frequent collaborators in an institution where, let's be frank, bipartisan relationships are increasingly on the wane.

But we can do more, and I would like to highlight few recommendations for how Congress can better invest in and support fellowship programs.

First, Congress should expand the two fellowship programs it already funds and operates, the Technology and National Security Fellowship and the Wounded Warrior Fellowship Program. Because so many veterans have significant technical expertise from their time in military service, expanding these programs would have the dual benefit of meeting the need for both national security and technical talent.

In addition, Congress should encourage other committees, including Energy and Commerce and Veterans' Affairs, to follow the lead of HASC and SASC and create parallel fellowship program pipelines for STEM grads to enter Congress and those agencies.

And finally, Congress should improve how it supports fellowship programs, including by creating a central registration system for fellows and detailees, developing training opportunities with CRS and the new Staff Academy, creating opportunities to network and gather, like exists for summer interns, and working with OPM to help Presidential Management Fellows learn about opportunities to serve in Congress.

So thank you for having me and for all the hard work of the committee to date, and I look forward to questions.
[The statement of Mr. Moore follows:]

Written Testimony before the Select Committee on the Modernization of Congress, United States
House of Representatives

“Professionalizing & Enriching the Congressional Internship and Fellowship Experience”

April 29, 2021

Travis Moore

Founder and Executive Director of TechCongress, Co-Founder of #CongressToo and the
Congressional Staff Alumni Council.

Chairman Kilmer, Vice Chairman Timmons, and esteemed members of the committee: Thank
you for the opportunity to speak with you today.

I am the Founder and Executive Director of TechCongress, a startup nonprofit dedicated to
building 21st century government with technology talent. We place computer scientists,
engineers, and other technologists as tech policy advisors to members of Congress through our
Congressional Innovation Fellowships.

Technology is reshaping society— and Congress and its work— in fundamental ways and with
increasing speed. But Congress is still largely a 19th century institution. While technology has
transformed the country and the economy, the way Congress addresses problem solving, and
recruits and retains talent, has largely not changed.

As is frequently cited in Washington, personnel is policy. Yet many of the brightest and most
creative problem solvers in this country— with the lived and relevant experience necessary to
tackle the huge challenges we face— simply can’t make it through the front door.

Congress needs new, creative approaches to sourcing expertise and solving problems.
Fellowships can be a core part of that solution.

I founded TechCongress because I needed it when I was a staffer. In 2013, the House was voting
on the *Cyber Intelligence Sharing and Protection Act*. This was a tough vote for my then-boss,
Rep. Henry Waxman.

To make an informed vote recommendation, I was trying to understand a few complicated
technical concepts— what is Personally Identifiable Information? And what did it mean for DHS
or the private sector to anonymize data?

I'm sure all of you and your staffs have been in that exact situation— you have a tough vote in front of you, and you're trying to understand a complicated concept so you can make the best decision.

I searched for staff within Congress that could help me work through my questions. But I found there weren't staff on Capitol Hill with the necessary tech expertise to help me. As a result, I went outside the building, to a tech company lobbyist, for advice.

In the words of venture capitalist Marc Andreessen, software has eaten the world. As a consequence, every issue before Congress is a tech issue, yet, at my best estimate, out of the nearly 3,500 legislative staff in Congress, there are fewer than twenty with backgrounds and training in technology.

Why aren't there staff with tech backgrounds working in Congress? It's not for lack of supply. We had 865 technologists apply to our programs over the last year, some of whom were willing to take six-figure pay cuts to work in Congress. Importantly, those candidates also come from communities vastly underrepresented in Congress— including underrepresented people of color, women, and veterans.

The core staffing challenge for Capitol Hill is that the pipelines that feed staffing roles have remained exceedingly narrow, and not evolved to meet the needs of the institution and the country. If you're a technologist that wants to serve your country in Congress, there's no clear entryway for you.

I got my first internship with Rep. Waxman in 2004 because my dad, who had worked in the Senate, opened my first door. Many others make it into the Hill because they worked on or volunteered on campaign staffs.

These are the predominant pipelines to jobs in Congress. And these pipelines privilege a very narrow set of people at the exclusion of huge swaths of talent— including many technologists— that don't have the connections to make it in the door or the resources to survive that first unpaid internship or \$28,000 annual salary.

Our other witnesses today have developed important solutions for the earlier career stages of the pipeline of talent to Congress. But we also need methods for experts with professional experience and specific, relevant skill sets to come to Congress laterally.

Fellowships can help solve that problem.

And here's the good news: our fellowships are making progress and piloting creative solutions and building tech capacity in Congress, while supporting the incredibly hard working and under-resourced staff on Capitol Hill.

First, Congress *is* hiring technical staff, including a number of our alumni. We are proud to see this incremental progress, and we need much more.

Second, Congress is creating tech talent pipelines for itself. Sens. Cotton and Shaheen authored the Technology and National Security Fellowship in the 2020 Defense Authorization bill.¹ This fellowship is a joint program between the Department of Defense and Congress, modeled on TechCongress, and its first full cohort of recent STEM grads will arrive on Capitol Hill this fall.

Third, we had a team of fellows that were able to pilot the bipartisan proposal from Leader Hoyer and Leader McCarthy for a Congressional Digital Service with this very Committee. We are so grateful for your hosting of our team. We are proud of their contributions to address some of the digital capacity gaps in Congress that were made urgent because of COVID-19.

Fourth, fellowships are building bipartisan working relationships. We've had great ideological diversity in our program, and fellows—because of their shared experience and training at the beginning of our programs—end up being frequent collaborators in an institution where bipartisan relationships are increasingly on the wane.

But we can do more. I'd like to highlight a few recommendations for how Congress can better invest in and support fellowship programs.

First: Congress should expand the two fellowship programs it already funds and operates: the Technology and National Security Fellowship and the Wounded Warrior Fellowship Program. Because so many veterans have significant technical expertise from their time in military service, expanding these programs would have the dual benefit of meeting the need for both national security *and* technical talent. In Fiscal Year 2019, 57% of discretionary spending went to the Department of Defense or the Veterans Affairs budget, yet according to a 2019 study from HillVets, only 1.6% of the workforce of Congress has served in the military.^{2 3} I'm proud that nearly a quarter of our fellows to date are veterans, and we need more representation from the

¹ Appendix A

² Congressional Budget Office. (2019). *Discretionary Spending in 2019: An Infographic*. <https://www.cbo.gov/publication/56326>. (accessed April 24, 2021).

³ Shane III, L. (2019, January 10). *Veterans welcome? Less than 2 percent of Capitol Hill staffers have military experience*. Military Times. <https://www.militarytimes.com/news/pentagon-congress/2019/01/10/veterans-welcome-less-than-2-percent-of-capitol-hill-staffers-have-military-experience/>. (accessed April 24, 2021).

veterans community on Capitol Hill. In addition, Congress should encourage domestic authorizing committees, including Energy and Commerce, Ways and Means, Homeland Security, Financial Services, and Veterans Affairs, to follow the lead of the House and Senate Armed Services Committees and create parallel fellowship program pipelines for STEM grads to enter those relevant agencies and Congress.

Second: Congress can improve how it supports fellows and fellowships, thereby helping mid-career individuals with lived and relevant experience find permanent work in Congress. Congress can help by:

- Creating a fellows and detailees registration system with the House Clerk or Chief Administrative Officer (CAO) that is regularly updated and publicly available, which would include sponsoring offices and fellows and detailees' areas of expertise so that Congressional staff can better identify expertise within Congress. It should identify all Congressional fellows that are paid for by outside sources, whether by the government or the private sector. It should include the original source of those funds and any pass-through entities, the funding amount, and where the fellow is placed.
- Creating an annual mandatory registration system for all fellowship sponsors and programs with the House Clerk or CAO. The Clerk or CAO should then develop a publicly available memo with general information about Congressional fellowships and points of contact for fellowship programs. Right now, aside from an infrequently updated memo from the Congressional Research Service,⁴ there is no comprehensive list of Congressional fellowship programs, and there is no publicly available list.
- Applying post-employment Ethics rules that apply to Congressional staff to Congressional fellows as well, including prohibiting fellows from lobbying the office in which they served for one year after the end of the fellowship.
- Encouraging the Ethics Committee to designate a staffer as the point of contact for fellowship-related questions and making that staffer available to answer questions from fellowship program staff, and posting that individuals' contact information on its website. Currently, Ethics Committee staff are frequently unwilling to talk to or field questions from fellowship programs directly.
- Establishing programs to better support fellows and fellowship programs including the following:
 - Encouraging the Congressional Research Service to develop a standardized set of trainings on Congressional procedure and key legislative skills targeted to

⁴ Appendix B

incoming fellows. These trainings should be posted online and also made available to the public so that citizens can gain a better understanding of the inner workings of Congress.

- Creating a fellowship speaker and networking series, modeled on the Congressional Summer Intern Lecture Series or in partnership with said series, to allow for greater professional development for fellows and connection between fellowship programs.
 - Developing a module in the newly-created Staff Academy for Congressional staff to assist them in interviewing, training, and onboarding fellows. This module could include sample interview questions and FAQs about working with fellows. Fellows may need to be managed differently than staff that began their career in Congress, and fellows frequently have deep expertise in a particular area and could be utilized as a shared resource across Capitol Hill.
 - Ensuring Staff Academy courses are made available to interns, fellows, and detailees.
- Working with the Office of Personnel Management (OPM) to create a pipeline of detailees from termed positions in the Executive Branch who are reaching the end of their term. Congress and OPM should also clarify that a detail to the Legislative Branch would pause the timer on an Executive Branch employee's term while they serve in Congress, incentivizing the employees to pursue details and incentivizing the agency to allow them.
 - Allowing personal offices and committees to sponsor security clearances for fellows. If this would not be appropriate for some kinds of sponsoring organizations, Congress should establish appropriate criteria for fellowship programs or other sponsoring organizations to carry clearances.
 - Working with OPM to create a well-lit path for fellowship programs and Congressional fellows to enter into other pipelines for federal service. For example, Congress should consider giving a Legislative Branch fellow expedited consideration as a Presidential Management Fellow (PMF) or Presidential Innovation Fellow (PIF) contingent on a substantive and detailed reference from the Chief of Staff of a personal office or Staff Director of a Committee or Subcommittee.
 - Establishing, with OPM, an open-house and digital portal for incoming Presidential Management Fellows to learn about opportunities to serve with Committees in Congress. Although PMFs are eligible to serve with Congressional Committees, the process is opaque and few are aware they are eligible for a rotation in Congress.

- Encourage Legislative Branch support agencies— including the Clerk, CAO, Parliamentarian, and Legislative Counsel’s Office— to engage with fellows generally, such as quarterly open houses or focused training sessions on topics relevant to similarly focused fellowship programs.
- Clarifying Ethics rules to ensure offices are able to lend resources necessary for interns, fellows, and detailees to carry out their duties— including in a virtual environment or during telework— which include a desk, stationary, badge, laptop, phone or other necessary items.
- Developing a talent pipeline to recruit data scientists to work in Congress in order to collect and analyze statistics on the diversity and retention of Congressional interns, staff, and fellows.
- Funding internship and fellowship programs for technical staff, including data scientists, developers, and user experience designers (UX/UI), to serve with institutional offices, like the Clerk, CAO, Office of Diversity and Inclusion, and Ombuds.
- Initiating a study of existing Congressional staff to map the current pipelines for jobs in Congress. The study should ask respondents to identify the first role they had in Congress (i.e. Intern, Staff Assistant, Legislative Correspondent, etc.), how they discovered said role, their corresponding salary or stipend, and if they experienced any financial hardship during the early years of their careers in Congress.
- Investing in licenses and making available to member offices and committees recruiting tools, like the platform Handshake, to reach early-career candidates from Historically Black Colleges or Universities (HBCUs), Hispanic Serving Institutes (HSIs), Tribal Colleges or Universities, Minority Serving Institutions (MSIs), community colleges, and rural schools.
- Prohibiting or strongly discouraging offices from posting anonymous job announcements—postings which fail to identify the member or committee who is hiring for said role. This practice is by definition exclusionary and badly out of sync with hiring best practices. Anonymous job postings make it nearly impossible for anyone without a pre-existing network in Congress to identify roles that might be a good fit for their skills and abilities.
- Investing in licenses for Human Resources tools, which include features to anonymize candidate review, a common best practice for inclusive hiring, and making said tools

available to member offices and committees in order to streamline staff and intern hiring.

- Investing in technology tools that can improve the language of job postings to be more inclusive, like Textio, so that Congress can attract a more diverse range of applicants for internships and staffing roles, consistent with modern hiring best practices.
- Creating a centralized job board for all member offices, committees, and legislative support offices to post open positions. This job board should be open and machine readable and with an Application Programming Interface (API).
- Utilizing comprehensive diversity, equity, and inclusion resources, like the playbook from [Project Include](#), when reviewing Congressional staff and intern hiring and retention practices.

Finally, I would like to conclude by saying that although the COVID-19 pandemic has raised considerable challenges to the nation, it has not diminished the desire of technology professionals to serve their country in government. From our view, COVID has in fact *increased* interest in working in Congress. People do this work because they want to make a difference, and the pandemic has been an awakening for a massive number of individuals that want to devote their careers to serving the public. Because ultimately, our greatest resource as a country is our people.

Thank you again for having me, and for all the hard work of the committee to date. I look forward to questions.

Travis Moore is the Founder and Executive Director of TechCongress, which places computer scientists, engineers, and other technologists to serve with Members of Congress on tech policy matters through its Congressional Innovation Fellowships. Travis worked on Capitol Hill for six years and was the Legislative Director for Rep. Henry A. Waxman. Travis is the Co-Founder of the Congressional Staff Alumni Council and #CongressToo, a group of 1,500 former Congressional staffers that brought the #MeToo movement to Capitol Hill and spearheaded a reform overhaul signed into law in late 2018.

**Appendix A: Technology and National Security Fellowship Legislative Language, S.1790 -
National Defense Authorization Act for Fiscal Year 2020**

SEC. 235. TECHNOLOGY AND NATIONAL SECURITY FELLOWSHIP.

(a) Fellowship Program.--

(1) In general.--The Secretary of Defense, acting through the Under Secretary of Defense for Research and Engineering, may establish a civilian fellowship program designed to place eligible individuals within the Department of Defense and Congress to increase the number of national security professionals with science, technology, engineering, and mathematics credentials employed by the Department.

(2) Designation.--The fellowship program established under paragraph (1) shall be known as the ``Technology and National Security Fellowship'' (in this section referred to as the ``fellows program'').

(3) <<NOTE: Time period.>> Assignments.--Each individual selected for participation in the fellows program shall be assigned to a one year position within--

(A) the Department of Defense; or
(B) a congressional office with emphasis on defense and national security matters.

(4) Pay and benefits.--To the extent practicable, each individual assigned to a position under paragraph (3)--

(A) shall be compensated at a rate of basic pay that is equivalent to the rate of basic pay payable for a position at level 10 of the General Schedule; and

(B) shall be treated as an employee of the United States during the assignment.

(b) Eligible Individuals.--

(1) Eligibility for dod assignment.--Subject to subsection(e), an individual eligible for an assignment in the Department of Defense under subsection (a)(3)(A) is an individual who--

(A) is a citizen of the United States; and
(B) <<NOTE: Determinations.>> either--
(i) <<NOTE: Deadline.>> expects to be awarded a bachelor's degree, associate's degree, or graduate

degree that, as determined by the Secretary, focuses on science, technology, engineering, or mathematics course work not later than 180 days after the date on which the individual submits an application for participation in the fellows program;

(ii) possesses a bachelor's degree, associate's degree, or graduate degree that, as determined by the Secretary, focuses on science, technology, engineering, or mathematics course work; or

(iii) is an employee of the Department of Defense and possesses a bachelor's degree, associate's degree, or graduate degree that, determined by the Secretary, focuses on science, technology, engineering, or mathematics course work.

(2) Eligibility for congressional assignment.--Subject to subsection (e), an individual eligible for an assignment in a congressional office under subsection (a)(3)(B) is an individual who-- (A) meets the requirements specified in paragraph(1); and(B) has not less than 3 years of relevant work experience in the field of science, technology, engineering, or mathematics.

(c) Application.--Each individual seeking to participate in the fellows program shall submit to the Secretary an application therefore at such time and in such manner as the Secretary shall specify.

(d) Coordination.--In carrying out this section, the Secretary may consider working through the following entities:

(1) The National Security Innovation Network.

(2) Universities.

(3) Science and technology reinvention laboratories and test and evaluation centers of the Department of Defense.

(4) Other organizations of the Department of Defense or public and private sector organizations, as determined appropriate by the Secretary.

(e) Modifications to Fellows Program.--The Secretary may modify the terms and procedures of the fellows program in order to better achieve the goals of the program and to support workforce needs of the Department of Defense.

(f) Consultation.--The Secretary may consult with the heads of the agencies, components, and other elements of the Department of Defense, Members and committees of Congress, and such institutions of higher education and private entities engaged in work on national security and emerging technologies as the Secretary considers appropriate for purposes of the fellows program, including with respect to assignments in the fellows program.

Appendix B: Congressional Research Service Memorandum on Congressional Fellowships



MEMORANDUM

August 13, 2019

Subject: Congressional Fellowship Programs

From: Jennifer Manning, Senior Research Librarian, 7-7565
Kathleen Marchsteiner, Research Librarian, 7-1465

This memorandum was prepared to enable distribution to more than one congressional office.

The following is a selected list of programs that place fellows in congressional offices. Civilian fellowship programs are listed first, followed by military programs. The details of the programs have been taken from the websites of their sponsoring organizations and from discussions with program staff. Because there is no centralized listing of all congressional fellowships and the availability of fellowships varies from year to year, we cannot guarantee the details provided are entirely accurate and complete.

The terms "fellowship" and "internship" are sometimes used interchangeably in the names of specific programs. Fellowships are generally intended for persons with advanced degrees or substantial professional experience, and are usually salaried positions lasting nine months to a year or more. Internships, which are either salaried or volunteer short-term arrangements, usually require relatively little experience, and are often filled by students. For more information about congressional internships, see CRS Report 98-654, *Internships, Fellowships, and Other Work Experience Opportunities in the Federal Government*.

AAAS Fellowships (American Association for the Advancement of Science) ·

Website: <https://www.aaas.org/programs/science-technology-policy-fellowships>

- The fellowship lasts one year beginning September 1 and ending August 31.
- To be considered, applicants must have a doctoral level degree in any of the following categories:
 - Social and behavioral sciences
 - Medical and health sciences

- Biological, physical, or earth sciences
- Computational sciences and mathematics
- Engineering
- The AAAS manages placement of fellows sponsored by more than 30 scientific societies including the American Physical Society, the American Geophysical Union, and the Society for Research in Child Development. A full list of the sponsoring societies can be found on the AAAS website.
- Federal employees are not eligible.
- Applicants can be from anywhere in the United States and generally must hold U.S. citizenship, though dual citizenship is acceptable.
- Congressional offices interested in taking a fellow may contact Christine Rovner at crovner@aaas.org or (202)-326-6748, or visit <https://www.aaas.org/programs/sciencetechnology-policy-fellowships/legislative-branch>.
- General inquiries about the program may be directed to (202) 326-6700.

Albert Einstein Distinguished Educator Fellowship Program (U.S. Department of Energy)

- Website: <https://science.osti.gov/wdts/einstein/>
- The fellowship lasts 11 months beginning September 1 and ending July 31.
- The applicant must be a U.S. citizen.
- The applicant must have been teaching full-time in a public or private elementary or secondary school for at least five of the last seven years in a science, technology, engineering, or mathematics (STEM) discipline.
- The applicant must be currently employed full-time in a U.S. school or school district; and be able to take a leave of absence from teaching for the full 11 months.
- For general questions about the program, please contact Mr. Robert Tuttle, DOE Office of Congressional and Intergovernmental Affairs, at robert.tuttle@hq.doe.gov or (202) 586-4298.
- Congressional offices interested in hosting an Einstein Fellow may contact the program coordinator at the Oak Ridge Institute for Science and Education (ORISE), which administers the program on behalf of DOE and other participating agencies, Jill Latchana, at Jill.Latchana@ornl.gov or (865) 320-2467.
- General inquiries about the program may be directed to sc.einstein@science.doe.gov.

American Political Science Association Fellowship (APSA)

- Website: <https://www.apsanet.org/cfp>
- The fellowship is nine months long beginning in December and lasting through August. There is an orientation session in November.
- Applicants must have U.S. citizenship, permanent residency, or appropriate visa or other immigration authorization under U.S. law. However, international participation is

possible for institutionally-sponsored candidates from various programs including the Asia Foundation and the Matsushita Institute of Government and Management.

- There are several types of applicants, each with different requirements:
 - Political scientists must have a PhD completed within the last 15 years (or will have defended a dissertation by November of the fellowship year) and demonstrated a scholarly interest in Congress and the policymaking process.
 - Journalists must have a bachelor's degree and 2-10 years of professional experience in broadcast or print journalism. The experience may be in reporting, editing, producing, directing, or writing.
 - Communications scholars must have a PhD completed within the last 15 years (or will have defended a dissertation by November of the fellowship year), or 2-10 years of experience in print, broadcast, or online journalism.
 - Federal executives must have a minimum grade of GS-13 or equivalent at the time of application, at least two years of federal service in the executive branch, and relevant long-term career goals.
- The program involves placement of fellows from a number of separately-funded programs. Fellows include political scientists, journalists, federal executives, Robert Wood Johnson Health Policy Fellows, and Health and Aging Policy Fellows.
- Duties may include researching policy issues, drafting remarks and press pieces, briefing staffers and Members, meeting with constituents and advocacy groups, and assisting with a limited amount of administrative work.
- Congressional offices interested in a fellow may contact Janna Deitz at jdeitz@apsanet.org or (202) 483-2520.
- General inquiries about the program may be directed to (202) 483-2512.

American Psychological Association (APA) Fellowship

- Website: <https://www.apa.org/about/awards/congress-fellow>
- The program lasts one year beginning in September.
- The applicant must be a U.S. citizen.
- The applicant must be a psychologist, member of the APA, and have a doctorate in psychology or related field from an APA accredited program.
- Activities may involve drafting legislation, conducting oversight work, assisting with congressional hearings and events, and preparing briefs and speeches.
- Congressional offices may express their interest to Program Director Amalia Corby at acorby-edwards@apa.org or (202) 336-6068.
- General inquiries about the program may be directed to (202) 336-6068.

Asian Pacific American Institute for Congressional Studies Fellowship

- Website: <https://apaics.org/programs/fellowship/>
- Fellowships last nine months beginning in September and ending in May.
- The applicant must be a U.S. citizen or lawful permanent resident.
- The applicant must have a bachelor's or graduate degree from an accredited educational institution, and relevant work experience.

- First preference in placing a fellow goes to Members of Congress who belong to the Congressional Asian Pacific Americans Caucus (who either are Asian or Pacific Islander American (APIA), or represent a district with a high APIA population), then to other offices that have expressed interest.
- Congressional offices may express their interest to Director of Programs and Community Engagement Vimala Phongsavanh at vimala@apaics.org or (202) 296-9200.
- General inquiries about the program may be directed to (202) 296-9200.

Brookings Institution LEGIS Congressional Fellowship

- Website: <https://www.brookings.edu/fellowships-programs/legis/>
- The fellowships begin in January and last either seven or 12 months.
- To be considered,
 - Applicants must be U.S. citizens.
 - Government employees must have a minimum grade level of GS-13 and be nominated by their agency's training office.
 - Private-sector executives must have at least seven years of experience and be nominated by their immediate supervisor.
- Fellows' duties will be flexible and vary in each office. However, generally the duties are most consistent with that of a legislative assistant.
- Congressional offices interested in hosting a fellow may complete a Congressional Interest Form at:
<https://www.brookings.edu/wp-content/uploads/2018/03/congressionalinterest-form-2019.docx>.
- Congressional offices may express their interest to the Director of Legis Congressional Fellows, Ian Dubin at idubin@brookings.edu.
- General inquiries about the program may be directed to (202) 797-6319.

Congressional Black Caucus Foundation Fellowship

- Website: <https://www.cbcfinc.org/fellowships/>
- The current fellowship term is from August 2018 to May 2020. The next fellowship term will be from September 2020 to May 2022. Fellows spend half of their time in a Member of Congress's office and the other half of their time working for a congressional committee.
- Applicants must be U.S. citizens or have a permit to work in the United States through the end of the fellowship.
- Applicants must have completed a graduate or professional degree prior to the start date of the fellowship program in energy policy, education, public administration, international affairs, health, or another relevant field. Applicants should have familiarity with the federal legislative process, Congress, and the Congressional Black Caucus.
- Congressional offices may express their interest by contacting fellowships@cbcfinc.org.
- General inquiries about the program may be directed to (202) 263-2800.

Congressional Hispanic Caucus Institute Public Policy Fellowship ·

Website: <https://chci.org/programs/public-policy-fellowship-program/>

- The program is nine months beginning in August and ending in May.
- Applicants must have earned a bachelor's degree within two years of the program start date, had high academic achievement, and be eligible to work in the United States.
- In addition to their congressional work, fellows are required to participate in community service.
- Congressional offices may express their interest in hosting a fellow to Vice President of Leadership Programs Marie Chough at mchough@chci.org or Director of Leadership Programs Ben Colmery at bcolmery@chci.org or (202)-548-8780.

Galloway International Congressional Fellowship (Senate Offices Only) ·

Website: <http://www.gallowayfoundation.org/foundation-programs/#gicf>

- The fellowship lasts one year beginning in October.
- The fellowship program encourages advancement of human rights in the United States and around the world.
- Fellows are placed in offices of members of the Senate Committee on Foreign Relations.
- Fellows must have a graduate or professional degree and a strong understanding of foreign relations.
- Congressional offices interested in hosting a fellow can contact Tom Galloway at gallowayfamilyfoundation@gmail.com.

Georgetown Government Affairs Institute's Capitol Hill Fellowship Program

- Website: <https://gai.georgetown.edu/courses-programs/capitol-hill-fellowship/>
- Applicants must be government or military employees with a minimum GS-13 grade level (or military equivalent), at least two years of federal service, and a bachelor's degree.
- An orientation begins in early December and covers topics such as congressional organization and process, as well as offering assistance in securing an assignment with a congressional office. Fellows start assignments in early to mid-January.
- The program is offered as a 7- or 12-month session.
- Fellows serve as full-time staff for a Member, committee, or support agency of Congress in Washington, DC.
- Congressional offices may express interest by contacting Worth Hester at whh@georgetown.edu or (202)-333-4838.

HillVets

- Website: <http://www.hillvets.org/hillvets-house/>
- The fellowship lasts up to eight months and is on a rolling basis.

- Applicants must have served in the U.S. military, completed a 4-year degree (B.A. or B.S.), and provide a DD214 or written statement from a current supervisor detailing an estimated separation date and endorsement for participation in the program.
- Fellows will be placed in a House or Senate office matching their party affiliation and will participate in career development programs in addition to their office assignments.
- Congressional offices may express their interest in hosting a fellow by emailing Elizabeth Watson at elizabeth@hillvets.org or Justin Brown at Justin@hillvets.org.

National Oceanic and Atmospheric Administration's Knauss Marine Policy Fellowship Program

- Website: <https://seagrant.noaa.gov/Knauss>
- The fellowship lasts one year beginning February 1 and ending January 31.
- Applicants may apply from anywhere in the United States and do not have to be U.S. citizens.
- The applicant must be working towards a degree in a graduate program at a U.S. accredited institution of higher education, and have an interest in ocean, coastal, and Great Lakes resources and in the national policy decisions affecting those resources.
- Fellows will work on policy issues affecting ocean, coastal, and Great Lakes resources.
- Congressional offices interested in hosting a fellow please see "Host Resources" here: <https://seagrant.noaa.gov/insideseagrant/Knauss-Fellowship/Host-Resources>.
- General inquiries may be directed to the Knauss Fellowship Program Manager at oar.sg.fellows@noaa.gov.

Nuclear Security Working Group's Congressional Fellowship Program

- Website: <https://nuclearsecurityworkinggroup.org/fellowship>
- Administered by George Washington University, the fellowship lasts 12 months from January to December.
- Applicants must be U.S. citizens and have no conflicts of interest. Fellows cannot be federal employees or full-time federal contractors as of the start of the fellowship year.
- Up to eight fellows will be placed in House and Senate offices, split evenly between Democratic and Republican Members.
- Duties may include preparing staffers and Members for hearings, sharing expertise on national security issues, and answering inquiries from constituents.
- Congressional offices may express interest in hosting a fellow by contacting Mary Chesnut at chesnut@gwu.edu.
- General inquiries about the program may be directed to (859) 285-7402.

Open Technology Institute's TechCongress/Congressional Innovation Fellowship Program

- Website: <https://www.techcongress.io/the-fellowship>
- The fellowships last 12 months beginning in January and ending in December.
- Applicants must have a technology background or formal technical training in a discipline such as computer science, informatics, data science, or engineering. Applicants do not have to be U.S. citizens but must have authorization to work in the United States.

- Fellows may work on technology-related issues such as NSA surveillance reform, patent reform, cybersecurity, data security, and network neutrality.
- Congressional offices interested in hosting a fellow may contact Director Travis Moore at Travis@TechCongress.io.

State Department Pearson Fellowship Program

- No public website.
- The fellowship lasts one year.
- Foreign Service Officers from the State Department are eligible to apply.
- Pearson fellows are typically assigned the duties of a Legislative Assistant responsible for domestic and foreign affairs issues.
- To express interest in hosting a fellow contact Janelle Guest-Bakker at (202)-647-8943 or GuestBakkerJR@state.gov.

Teach For America Capitol Hill Fellowship Program

- Website:
<https://www.teachforamerica.org/life-as-an-alum/alumni-resources/capitol-hillfellows>
- The fellowship lasts one year usually beginning in July or August and ending one year later. Exact start dates are determined by the fellow and their placement office.
- Applicants must be alumni of Teach For America. Per ethics rules, the fellows may not work on issues affecting Teach For America during this fellowship or lobby on behalf of Teach For America, but will instead work on projects based on the needs of the Hill office in which a fellow is placed.
- Fellows will be placed in a House or Senate office matching their party affiliation and will participate in monthly professional development activities in addition to their office assignments.
- Applicants do not have to be U.S. citizens, but must have a permit to work in the United States.
- Congressional offices may express interest by contacting:
Capitolhillfellows@teachforamerica.org.

Women's Congressional Policy Institute Fellowship Program

- Website: <http://www.womenspolicy.org/our-work/congressional-fellows/>
- The fellowship lasts seven months beginning in January and ending in August.
- Students currently enrolled in a graduate program or who have completed such a program within the past two years are eligible. Applicants must be legally eligible to work in the United States.
- Fellows work 40 hours per week as legislative assistants on policy issues.
- Offices must provide fellows with their own desk, telephone, computer, House/Senate identification, and business cards.
- Congressional offices may express interest in hosting a fellow by contacting Cindy Hall at cindy@wcpinst.org or (202) 554-2323.

Wounded Warrior Fellowship Program (House Offices Only)

- Website: <https://cao.house.gov/wounded-warrior>
- Two-year fellowship beginning on date of hire (not tied to a calendar year or Congress).
- Applicants must have been honorably discharged, released from active duty in the last five years at or below the E-5 or O-3 pay grades, and have either a 20% or more serviceconnected disability rating or a Purple Heart.
- Veterans with 20-year or Temporary Early Retirement Authorization (TERA) retirement are ineligible.
- There are 110 funded positions that are evenly divided between Republican and Democratic Member offices. Fellows serve in district offices.
- Salary for fellows ranges from \$39,000 to \$52,000. Members decide how much the fellows earn, but the program pays the salary
- House offices interested in hosting a fellow can contact Mac Tolar at (202) 2261965 or housewoundedwarriors@mail.house.gov.

Air Force Legislative Fellows

- Website: <https://www.airuniversity.af.edu/AF-Fellows/>
- The fellowship includes one year working in a Capitol Hill office.
- Members serving on committees related to defense, veterans' affairs, intelligence, foreign affairs, or homeland security are eligible to request a fellow.
- The Assistant Secretary of Defense for Legislative Affairs (ASD) sends out a letter to all eligible Hill offices asking who would like a fellow. The offices are then given a deadline by which they must submit written requests to the ASD's office. A "Military Fellows FAQ" page is available on the ASD's website at <https://la.defense.gov>. The ASD's office can be reached at (703) 697-6210.

Army Congressional Fellowship Program

- Website:
https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN2791_AR1202_Web_FINAL.pdf
- The program includes 12 months of service in a congressional office, from January through December, as well as the pursuit of a master's degree in legislative affairs.
- Regular Army, Army Reserve, and National Guard officers (O-3 or O-4) and NCOs (E-8 or E-9) are eligible, as well as Department of the Army civilians (GS-11 through GS-14 or equivalent) with at least three consecutive years of service.
- Members serving on committees related to defense, veterans' affairs, intelligence, foreign affairs, or homeland security are eligible to request a fellow.
- The Assistant Secretary of Defense for Legislative Affairs (ASD) sends out a letter to all eligible Hill offices asking if they would like to host a fellow. The offices are then given a deadline by which they must submit written requests to the ASD's office. A "Military Fellows FAQ" page is available on the ASD's website at <https://la.defense.gov>. The ASD's office can be reached at (703) 697-6210.

Marine Corps Congressional Fellowship Program

- Website:
<https://www.hqmc.marines.mil/Agencies/Office-of-LegislativeAffairs/Congressional-Fellowship-Program/>
- Eligible candidates are Marine Officers (Active Component), SNCOs, and Civilian Marines.
- The legislative part of the fellowship runs one year starting in early January.
- Members serving on committees related to defense, veterans' affairs, intelligence, foreign affairs, or homeland security are eligible to request a fellow.
- The Assistant Secretary of Defense for Legislative Affairs sends out a letter to all eligible Hill offices asking who would like a fellow. The offices are then given a deadline by which they must submit written requests to the ASD's office. A "Military Fellows FAQ" is available on the ASD's website at <https://la.defense.gov>. The ASD's office can be reached at (703) 697-6210.

Navy Legislative Fellows Program

- Website:
<https://www.public.navy.mil/bupersnpc/officer/Detailing/educationplacement/Pages/LegislativeAffairs.aspx>
- The program lasts 12 months with orientation starting in November and the fellowship starting in January and ending in December.
- The program is limited to active and full-time support, unrestricted, restricted line, and staff corps eligible officers in the permanent grades of LT, LCDR, or CDR, as well as Chief, Senior, and Master chief petty officers.
- Members serving on committees related to defense, veterans' affairs, intelligence, foreign affairs, or homeland security are eligible to request a fellow.
- The Assistant Secretary of Defense for Legislative Affairs (ASD) sends out a letter to all eligible Hill offices asking if they would like to host a fellow. The offices are then given a deadline by which they must submit written requests to the ASD's office. A "Military Fellows FAQ" page is available on the ASD's website at <https://la.defense.gov>. The ASD's office can be reached at (703) 697-6210.

This memo was coauthored with Ben Leubsdorf, Intern with the Government & Finance Division, during the summer of 2019. The listed authors are available to answer questions.

The CHAIRMAN. Thank you, Mr. Moore. And way to stick the landing on the 5 minutes.

We are now going to move to questions. The order I have is myself, and then Vice Chair Timmons, then Mr. Cleaver, then Mr. Davis, then Mr. Perlmutter, and then Mr. Phillips. And then we will slot folks in if they show up afterwards.

So let me start by just recognizing myself for 5 minutes. I want to start with Mr. Vera.

Your report found that 92.5 percent of Representatives use the allowance that is provided to pay interns. This isn't coming out of a Member's budget. So why do you think that number isn't 100 percent?

In doing the research for your reports on Hill internships, were you able to discern why some personal offices still have unpaid internships? And what explanation do offices have for that?

Mr. VERA. Chairman, you bring up a great point. The way that appropriators created this fund was separate from the MRA. You use it. It doesn't count against it. It doesn't count against your cap. So there really is no reason not to use it.

What we have noticed is, I think one is that old belief of, "Oh, my constituents will be proud that I sent some money back to the Treasury," I guess, which really doesn't make sense.

Or the second I think is some offices don't really know how to access it or just have a lot of questions around it, which I think kind of goes to support.

And then I think third is, it is a minority, but some offices don't really see it as valuable. And we are obviously trying to change that.

The CHAIRMAN. You think there are recommendations this committee could make to get that number a little closer to 100 percent?

Mr. VERA. Well, I think it wouldn't hurt, because I know that the CAO is tracking by quarter how much each office is using, reaching out and kind of trying to get a sort of discussion as to why they are not using it. Because, like you said, there really is no reason not to use it.

The CHAIRMAN. Mr. Moore, I wanted to follow up with you as well.

So did the fellows in your program by and large go on to careers in Congress? And can you discuss just some of the barriers they may run into when trying to start their career in Congress after a fellowship?

Mr. MOORE. Sure, yeah.

So we explicitly select for folks that do want to start their careers in Congress. And, again, there are hundreds and hundreds of folks coming from Silicon Valley or the tech industry that want to do this work and it is a question of creating a pathway for them.

Most want to stay, but it is hard. I mean, Congress is an incredibly competitive workplace.

I will say what makes it harder are some of the—Congress is sort of unique in how untransparent it is about some of its hiring. I was looking at the House job board yesterday and read a position that said something like: Senior Democrat is seeking highly energetic, motivated, organized staffer.

In no other world or industry, say, you are Google, are you going to post: Tech company looking for engineer to do engineering roles. We need more transparency in the hiring process.

And I do think that there are other things that Congress could do, like trainings through the Staff Academy, gatherings modeled on the summer intern series, that would help with fellows.

The CHAIRMAN. I want to ask the same question that I asked to Mr. Vera, though, Travis. So particularly with regard to the posting that you shared, so if you are this committee, are there particular recommendations that we could make to address this?

Mr. MOORE. So I would say I don't know whether you can mandate that Members name the Member that they are hiring for when they are introducing job postings. I think that would help.

I saw on our Slack yesterday, around a specific job, a dozen messages for folks trying to just figure out which Member was hiring for a tech staffer. So I think that is one.

I think having a centralized job board that is independent of party. I know each caucus has their own job board, but you go to House.gov in the Clerk's Office, it is not there. The Clerk's Office, that website says, call the clerk or show up to the Ford Building if you want a list of recent vacancies.

And I also think investing in H.R. software that is available to all of your teams that helps you sort through applications. I know when we got applications for roles, we get 500 applications. You need the tools to help you sort through those. Those are things that the institution could invest in and make available to offices.

The CHAIRMAN. Terrific.

Let me yield back the remainder of my time.

Vice Chair Timmons.

Mr. TIMMONS. Thank you, Mr. Chairman.

First, Mr. Vera, we are updating our website right now to say that we offer competitive intern pay. I looked on our website and I, literally, I was like, well, this is an easy fix. So thank you for that. It is getting updated right now.

I also wanted to ask you, so all these numbers are hard to get because I guess there is an assumption that interns are working 40 hours a week, maybe 40-plus on a full session week, or maybe less on weeks that we are not in session. And then obviously the pandemic creates some challenges because nobody is in the office.

So you referenced a number, 92 percent were using the fund for interns in D.C., and you referenced a quarter system. What quarter was that?

Mr. VERA. So what we looked at was payroll records from July to September of 2019. We did not do last year because of the pandemic. And we did not, we have got to be fair to Members, because we knew that there were definitely some hiccups there.

Mr. TIMMONS. Thank you.

And I think, and this is to Dr. Jones' point, I mean, we really don't have good metrics for a lot of these things. We don't have good ways to track it.

I mean, if you are paying somebody 16—and I have been texting with my chief of staff and my deputy chief of staff about this, because, I have to admit, I do defer to them on a lot of this—but if

you are paying them \$1,600, \$1,800 a month but they are not working 40 hours a week, there is kind of this question there.

And then, I mean, I don't know. It is very complicated.

So I guess a standardized approach to this to where it is not a bulk pay, if we went hourly. But, again, that is not how it is done right now. So I guess there is some standardization so we are all using the same kind of language about this.

And, Dr. Jones, to your point, I mean, I can't believe that we in 2021 are not tracking diversity data as it relates to hirings and internship.

The methodology—I know that it was very painstaking to actually create the data that you are referencing—but the methodology is still imperfect.

So I guess the question becomes, maybe instead of creating the transparency that you are referencing—and I would be in favor of it, but I can understand certain people might not—but what do you think about anonymizing it to where we are more talking about Congress as a whole as opposed to getting something that a Member could potentially have a “gotcha” moment?

Maybe an easier thing to do would be to anonymize the data just so we can say the House as a whole. What are your thoughts on that?

Mr. JONES. Yeah. So I think this is a good point. This is actually the way that I think about this personally, because I actually think it is an institutional problem. It is not one particular Member of Congress.

And so I think there are various ways in which you could present the data. But I think the question is—I think we have a lot of questions. And as researchers, there is a lot we actually just don't know because of this data.

So if I can go back to your point that you just brought up, just coming up with these figures. So one is us getting this data that is not available, but then it is using the data that the House and the Senate does provide. And it is really a little bit complicated. It is all about how staff are paid and this data is reported.

So, for instance, we looked at that first year the House implemented this policy from April 2019 to September. And so that is where you get our averages about the average stipend. So in the House, I believe, it was around \$1,600, and that is for about 6 weeks.

Now, to get that, what the House reports is the intern's first and last names, their office, and their pay. So there is this wide variation.

And in some instances the data is actually really bad because sometimes an office will input that a large chunk of money for just one day of work or one week of work. And so it is this really complicated and not standardized way of how employees are being paid.

And we don't know how many hours. So this is just on a length of time on that question.

Mr. TIMMONS. I am with you. Let me finish up. I don't want to go over my time.

I feel like there might be an opportunity to use technology to create a portal where we can standardize all this information, gather the data, and maybe even do some more standardized onboarding.

I mean, I know every office has to deal with onboarding. So if there was a portal that we put all of this information into and then we could learn from it and it could be more instructive of what policies we need going forward that may be helpful.

Mr. Chair, I am not going to go over. I yield back. Thank you.

The CHAIRMAN. Thank you, Vice Chair Timmons.

Next up, Mr. Cleaver.

Mr. CLEAVER. Thank you, Mr. Chairman, Mr. Vice Chairman. Thank you very much.

I want to follow the rules. Perlmutter and Davis don't have on ties. I think—I mean, that is probably interfering with our ability to get interns. But I will leave that to the two people in charge and proceed.

Thank you for being here, all of the witnesses today, and you made some very interesting comments.

One of the things I want to follow up on—I think it was Mr. Vera who may have said this—about 12 years ago my daughter was interning in Kit Bond's office on the Senate side. She stayed at the Johnson dorm, I think it was called Johnson, and it cost \$800 a month.

So my wife and I actually had to pay for her to be an intern, \$800 a month for the rent, and then we had to pay for her living costs. And I think that that kind of thing is probably discouraging people from wanting to do it unless they come from families that are well off, and most of them are not.

I am going to ask you a question. What amount of money, Ms. Henson, all of you, Mr. Vera, Mr. Moore, what amount of money do you think would be acceptable and actually realistic for an intern to be in Washington each month? I know it will be a guess, but I want to find out how close I am thinking to what reality is.

Ms. HENSON. It is a great question, Congressman.

When we have looked at the last 4 years and what we have to provide to support our interns, it ends up being about \$16,000, \$1,700 a month. You have to take into account D.C. rent, professional clothing, food, their flight to and from Washington.

That can break down a couple different ways. I think one of the easiest places to start is to match D.C. minimum wage. They are working in D.C. and they are not even making the D.C. minimum wage here.

And so that could be one easy place to just start right away.

Mr. CLEAVER. Yeah, that is really embarrassing. I mean, we are in the District and not even honoring the law.

Anybody else with something that would be dramatically different?

Mr. JONES. I would go around almost about \$5,000. And this is what we talked about in our report, "Who Congress Pays." Thinking about just living expenses, housing, I think \$800 is actually pretty cheap in D.C. It is the 10th most expensive metropolitan area.

But I think we can look at other programs, programs like the Congressional Black Caucus Foundation or the Congressional Hispanic Institute.

So for their internship programs in the summer, which are about 6 to 8 weeks, they are paying a stipend of about \$3,000 to \$3,500. They are also providing housing for free. So that would get you to the \$5,000 mark. We are also thinking about transportation to and from D.C.

And also we are thinking about socioeconomic status. When I first interned in Congress, I had to buy a whole bunch of suits because I had never worked in a professional workplace ever. So I think we also think about just the different costs that interns have to incur to do this work.

One last point. Often, if they want to count this towards college, the college will charge them as college credit. So there is another cost upon doing this internship.

Mr. CLEAVER. We also had to—we operated a full-time school. And Congressman Davis may even know some of the costs. We had to run a school for the interns, I mean, like a full-time school with credits and so forth. So the cost probably went up significantly. But they were not paid.

One final question, Mr. Chairman, and that is, the interns stayed in the building. I know it was empty last year. And it would seem to me that if we are continuing to allow that building to just sit there, we are destroying the building by not using it.

So whatever we recommend, I think it has to include that building, if for no other reason than being good stewards of the taxpayer's dollars.

Thank you very much.

The CHAIRMAN. Thank you, Mr. Cleaver.

I am not sure if anyone wants to respond to Mr. Cleaver's final point there.

Mr. VERA. I was just going to say that we did a survey to interns asking what is the number one thing they care about. It wasn't even pay. Pay was second. It was housing. And I really think, to your point, if you are using that building, it could really be a game-changer, because too many people are taking out student loans to do public service internships, and that is just ridiculous.

Mr. CLEAVER. Yeah. Thank you.

The CHAIRMAN. Thank you, Mr. Cleaver.

Next up, Mr. Davis.

Mr. DAVIS. Hey, thank you, Mr. Chair.

And thank you, Mr. Perlmutter, for joining me in the Tieless Caucus today.

Always great to see my good buddy Emanuel, too.

Hey, look, what is great about this committee is we want to work together. And I think a lot of great recommendations.

And I am so glad, Carlos, you mentioned we are actually moving in the right direction when it comes to Congress and internship opportunities. Up until a few years ago, and up until this committee started talking even further about congressional internships, you had to take paid interns out of your MRA and out of your head count that we are limited to.

I mean, there are ideas that we ought to be able to put together to make sure that there could be D.C.-based interns, district-based interns. The cost of living, clearly, is much different in Washington, D.C., than it is in one of my district offices. And we have to also take that into consideration.

But the elephant in the room right now that no one is talking about is, we could have all these great ideas about internships, we could have all this great knowledge that a lot of us have in being able to work at a younger age in and around Washington, D.C., getting that experience—with Derek, I don't know if you still smoke cigars after you learned from your former boss as an intern.

But you know what? We don't have D.C. open right now. No intern in Washington, D.C., or in our district office is getting the same experience that every one of us and all of you are talking about right now. Not one.

So we have got to also lead on this committee about getting our Congress reopened again. There is absolutely zero need to open a place of housing for interns right now when we don't even have Congress open again. We don't have them giving tours, we don't have them talking about what it is like to work in and around this institution, because they are not there, visitors aren't there.

So we would like your help in actually working to make sure that we can get some of these plans put in place before interns come back onto campus so that we are ready to hit the ground running when they do. But unless the majority works with this committee, works with us to be able to find a plan to reopen the campus, we may be getting ahead of ourselves.

And, frankly, I think a lot of the testimony reveals that the status that we are in right now is not helpful to getting those experiences that many need to be able to make this a career.

Good news is, we have got a lot of opportunity here with student loan repayment programs that have actually kept people in Washington, D.C. I am open ears to suggestions about increases to head count, increases to off-MRA funds available for interns. But at the same time, we also can't price ourselves out of opportunities that would work in and around our district.

I am interested to hear what any of the witnesses have to say about the current COVID status we are in in Washington right now and how that would impact any of your ideas.

Ms. HENSON. Congressman, I appreciate this question so much, because when I was speaking about the meaningfulness of internships, this is exactly why.

Pre-COVID, as you know, you are a former staffer, interns were constituent facing. They were doing tours. They were answering phone calls. They were working in the front office.

And while we are proud and happy to have helped 226 offices start virtual internships, and we do want to keep them because it keeps Congress accessible, we don't want that to be the status quo.

Because what we are hearing from both these offices and these internships is it is not as meaningful. They are not learning as much. They are not able to interact with the Member. They are not able to interact with staff.

And if we want to be able to make sure, again, that this internship has a lasting impact, that they are going to go back to their

district, say great things about Congress, say great things about their time with you, then we need to get them here and show them how it operates.

I think we can all agree there is an energy about Capitol Hill and about our unique perspective to all want to work together to change certain policy issues to help America, and we are not seeing that play out virtually.

So I agree we need to find a way to open, to safely bring interns back, and to ensure that they are doing some sort of capstone program. So they need something they can walk away with.

Maybe it is communications focused, where they get to draft a press release or a tweet. It could be policy focused, where they do a deep dive on an issue that is unique to your district. It could even be operations focused. We all know schedulers and chiefs make everything run on time.

So we would encourage those two things. Reopen, do it in a safe way, but let's also make sure that we have some sort of capstone project the intern can walk away and use to get hired in the next job and say, "This is what I did when I got to intern in Congress."

Mr. DAVIS. Mr. Chair, I think I am out of time. But I agree with everything you said. And I appreciate the witnesses. Thanks for the opportunity to be on.

Lastly, I think it is imperative, too, that part of this process is we get back to our committees. And instead of doing these virtually, let's get back to doing face-to-face and giving people and future interns the opportunities they deserve.

So I yield back no time that I have, Derek.

The CHAIRMAN. Thank you, Mr. Davis.

Next up, Mr. Phillips.

Mr. PHILLIPS. Thank you, Mr. Chairman, Ranking Member Timmons, and to our witnesses.

I love this hearing because I am one of those who would never be a Member of Congress now if I wasn't an intern for Senator Patrick Leahy back in 1989, 30 years ago, which either makes him really old or me really young. So I am going to go with the latter today.

But, actually, this is too important. There we go. Just in case anybody was going to do a little bit of due diligence on me.

But a lot has changed since 1989 and a lot hasn't. Interns are still underpaid, underdeveloped. And while I think it is fair to say that they surely represent the geographic and political diversity of the country, they do not reflect the economic and racial diversity of the country.

Mr. Vera, I would love to start with you, and two questions. How can we be more proactive and intentional about identifying and recruiting high-potential interns from around the country? And if you could answer that, along with a little bit more information about your House intern resource office? My colleagues and I are intrigued by that and would love to learn a little bit more.

Mr. VERA. Thank you, Representative Phillips.

Actually, we met with Chairman Leahy 2 years ago, and he has been paying interns, I think, since the 1970s. And over, I think, half of his staff currently started off as his interns, which I think says a lot about him.

And then to your second point, a lot of it is kind of like what I said about reaching out to community colleges and minority-serving institutions and HBCUs in your district. There is also a society for Black political scientists association. There are all these organizations that you can really reach out to and they get excited about these opportunities.

The problem we have right now is many offices are over—there is a lot going on. Staff have a lot to do. And what happens is, you just put it on your website, maybe you send it to one or two colleges, and you have these schools, like Ivy Leagues and everything, they have the resources, and they make sure that their students apply, get their resume, and all that.

Meanwhile, I spoke at an HBCU in Texas, and after I spoke to the students the director came up to me and he said, “Do you want to know how many staff I have?” I said, “I don’t know. Five or 10?” He said, “You are looking at him.” He said, “I have 9,000 students.”

The majority are first generation, Pell Grant recipients. Their parents don’t have those networks. And they are going to a school that can’t give them the resources to compete with a Harvard or Stanford.

So I really do think it is doing that intentional outreach to these specific schools and organizations.

Mr. PHILLIPS. Can you talk a little more about your House intern resource office?

Mr. VERA. Yes. Apologies for that.

So this idea has been going around for I think for a minute because I don’t think it is all about, simply about money and, you know, resources. I really do think that, you know, it comes down to a lot of offices have a lot of questions about internships, and you can get really into like the minutia of it.

And just having that, you know, small office, maybe two, three people that folks can reach out to, right? Because right now it is House Admin, and they themselves have a lot of work to do, you know. And I think that is part of the reason why there is a delay for this whole program, right? Like, the funds were supposed to be available January 2019. They weren’t available until almost April of that year.

So just having that office—I believe Rep. Tony Cardenas is the one that really is thinking about this. You have folks from Demand Progress that came up also with this idea. But I just think having that group, kind of like that diverse inclusion office, that could just be there to answer any questions.

So one quick example: A lot of offices don’t know that if you pay an intern at least \$100 a month, they are considered an employee and can benefit from travel benefits. That is a game-changer for a lot of people. So yeah.

Mr. PHILLIPS. I appreciate it. And by the way, I am going to have to go check my 1989 tax return and see if Senator Leahy paid me. If he did, it was about \$3 a week. Nonetheless, thank you.

Dr. Jones, I don’t have much time left. Maybe quickly, if you could, talk about the idea a silver lining of COVID was our ability in my office to attract a lot more interns who never would have been able to come to Washington, surely, because of the remote and virtual context.

Do you think that is something that we should be thinking about and institutionalizing as we move forward, to broaden our reach and for those who can't physically make it to Washington to include them as well?

Mr. JONES. Yes. I mean, you know, as someone who has worked in Washington, I think there is something magic about being in the buildings. But I think we should work on a variety of ways of making Congress accessible, right?

So, you know, I worked in my district office as well, and, you know, I learned firsthand what it means to do constituent services, right? I think there are some challenges to remote learning. And so I personally wouldn't recommend that in the long term without Congress doing the necessary work to make sure that these internships are of as high quality as they would get in person.

And just if I could add one more thing, mention what Rep. Davis said about bringing people back to Capitol Hill, is that I think there is definitely a need about data transparency, as I was talking about, but also just measuring-if interns are satisfied with their internships, if they are learning.

And this is not something that, you know, needs to be reported to the public, but this could be something that is held internal data with an intern office or with a diversity like inclusion office. And you could actually incentivize offices who perform really well on these indexes of, you know, providing a high quality internship.

Mr. PHILLIPS. Thank you. I know I am out of time. I was going to ask Audrey about bipartisanship, but I am going to have to move on. Thanks, everybody.

The CHAIRMAN. Thank you, Mr. Phillips.

Unless any of my colleagues have any further questions for this first panel—I don't see anyone waving at me or proposing landing the plane—we will thank this panel of witnesses. Thank you all for sharing your time and your insights.

And we will proceed to our second panel if we can get them elevated onto the zoom.

So our first witness of our second panel is Emily Hashimoto, director of career content at Idealist.org. Ms. Hashimoto came to Idealist in 2012 with a background in political campaigns, fundraising, advocacy, and higher education. She oversees the way Idealist supports organizations and helps to create new tools that support the nonprofit sector as a whole.

Ms. Hashimoto, you are now recognized for 5 minutes to share your testimony.

STATEMENTS OF EMILY HASHIMOTO, DIRECTOR OF CAREER CONTENT, IDEALIST; AMIKO MATSUMOTO, SENIOR EXECUTIVE COACH AND FACILITATOR, THE PARTNERSHIP FOR PUBLIC SERVICE; AND RODERICK ADAMS, U.S. AND MEXICO TALENT ACQUISITION AND ONBOARDING LEADER, PRICEWATERHOUSECOOPERS (PWC)

STATEMENT OF EMILY HASHIMOTO

Ms. HASHIMOTO. Thank you. Chair Kilmer, Vice Chair Timmons, and members of the Select Committee, thank you for the opportunity to speak with you today.

Again, my name is Emily Hashimoto, and I work at Idealist, a nonprofit organization founded in 1995 to inspire, connect, and support the social impact sector.

Our primary platform, Idealist.org, hosts jobs, internships, and volunteer opportunities posted by over 100,000 nonprofit organizations and government agencies. We serve over 1 million members with a wide range of professional experience and interests. Our community is also racially diverse, with 20 percent of users identifying as Asian, 20 percent identifying as Black, and 12 percent identifying as Hispanic.

As the committee seeks to improve the quality of congressional internships, what I share today is the cumulative wisdom of over two decades of devoted concentration on attracting top talent, what makes work meaningful, and how to inspire others to do their absolute best.

So our first recommendation is drafting a compelling internship listing. Finding great interns starts with a great listing. We recommend that hiring managers make explicit where the intern will physically do their work, whether it is in person, remote for now, permanently remote, and so forth. This is particularly important, of course, in this time of pandemic.

We also recommend including a description of what interns can expect to get out of this educational experience, like participation in an important event or credit for contributing to a major project.

We recommend only including role requirements in the listing. As you may know, potential candidates may take themselves out of the running, especially Black, indigenous, and other people of color, women and other traditionally marginalized groups, if they have, for example, everything a listing asks for except one thing that could be taught on the job. Candidate pools are typically larger, richer, and more diverse when using this tactic.

And we also recommend requesting a sample task as a part of the application, like answering an email from a fictional constituent. This is a great tool in learning very quickly which candidates are the most qualified and engaged.

Next, we recommend diversifying advertisement. To reach a larger audience and further diversify the candidate pool, we recommend sharing opportunities broadly and outside of traditional networks. So posting on our site, for example, at Idealist.org, or internships.com, or developing relationships with local colleges and universities.

Next, and this is a big one, already been discussed: Pay interns for their work. Offering compensation enables interns to dedicate more time and focus to their internship as they are less likely to seek out additional part-time work to meet their financial needs. Compensating interns will bring offices more candidates of diverse backgrounds and may ultimately broaden the talent pipeline to the Hill.

The practice of offering unpaid internships can unfairly advantage people who can afford to provide their time and labor for free, thereby providing less access to those who cannot. I offer my own story as someone who had three unpaid internships in college. I am grateful for those experiences, but I am deeply aware that the op-

portunities I was able to apply for and accept were only an option because my family could afford it. Not everyone is as fortunate.

Finally, we recommend managing with intention. Since interns usually have a longer learning curve, due to less professional experience, managing them can be a tall order. Those managing interns may need more resources or strategies to fully support their new hires. Specific plans to try to ensure for a fruitful work experience for interns include collaborating with interns to set goals, offering support through weekly meetings, and sharing resources and examples of past projects, inviting interns to meetings with other staff or partners as well as to events and presentations, providing staff for interns to talk about their career goals and interests, and, finally, at the end of the internship conducting an exit interview to reflect on management practices and internship programming. Interns will feel heard, but more than that, offices will have a lot to gain from this vital feedback.

While we have a lot to say on this topic, it is something we put into practice at Idealist, best exemplified by our director of career programming, Kevin Kennedy, who started off 8 years ago as an intern. He says that his Idealist internship was the best one he ever had. It wasn't just about getting paid. Kevin felt supported by his manager. He felt like he was a part of the team, invited to lunches and meetings. He was offered exposure into the details and the inner workings of the program. He wasn't just the intern. He had real responsibilities and ownership over his work. All of this made him care deeply, and he wanted to be there every day, a choice he continues to make almost 9 years later.

It behooves all of us who already work in social impact, who spend our workdays reaching for a better good to pave the way for others to join us, younger voices, traditionally marginalized voices, people who also want to build a better world but don't have the lived experience or connections that enable people like me and many of you here to move from fulfilling internships into careers that matter.

Again, thank you for the opportunity, and I look forward to answering any questions you might have.

[The statement of Ms. Hashimoto follows:]

Written Testimony before the Select Committee on the Modernization of Congress
United States House of Representatives

“Professionalizing & Enriching the Congressional Internship and Fellowship Experience”
April 29, 2021

Emily Hashimoto
Director of Career Content
Idealist

Chair Kilmer, Vice Chair Timmons, and members of the Select Committee, thank you for the opportunity to speak with you today.

My name is Emily Hashimoto and I’m the Director of Career Content at Idealist, a nonprofit organization founded in 1995 to inspire, connect, and support the social impact sector. Our primary platform, Idealist.org, serves over 100,000 organizations and over one million members in the United States. About five percent of our organizations are federal, state, and local government agencies and offices, from parks & recreation departments to the State Department. Our members have a wide variety of professional experience and interests, from communications roles to research positions. Our community is also racially diverse, with 20% of users identifying as Asian, 20% identifying as Black, and 12% identifying as Hispanic.

Organizations and individuals meet in the shared space of Idealist.org, coming together to take action on issues they care about, like education, public health, environmental sustainability, immigration, and human rights. Nonprofits and government agencies can post jobs, internships, and volunteer opportunities. In addition to these services, we also offer graduate school fairs and programming to highlight educational opportunities for professional advancement in public policy, social work, and more. Finally, to support all of our audiences, we offer helpful and actionable content that allows social impact job seekers to grow in their careers, and for already employed professionals to develop their skills as hiring managers, staff managers, and internship managers.

In Idealist’s over twenty-five years of experience, we’ve learned a thing or two about successful internships programs, by running our own and observing those in our community, and by having been interns ourselves. As the committee seeks to improve the quality of congressional internships, what I share today is the cumulative wisdom of over two decades of devoted concentration on attracting top talent, what makes work meaningful, and how to inspire others to do their absolute best.

Draft a compelling internship listing. Finding great interns starts with a great listing that’s specific and inclusive. We recommend that hiring managers:

- Make explicit where the intern will physically do their work, whether it’s in person; remotely, for now; permanently remotely; and so forth. This is particularly important in this time of pandemic, but as we go back to “normal,” clarity will continue to be key.

- Include a description of what interns can expect to get out of the experience. This might be participation in an important event or credit for contributing to a major project. While it might seem less important to document, it's important to remember that the difference between jobs and internships is that an internship is an educational experience. Letting candidates know what they can expect will provide better matches when offices are ready to hire.
- Identify role requirements and role nice-to-haves, and then remove the nice-to-haves from listings. As you may know, potential candidates may take themselves out of the running (especially Black, Indigenous, and other people of color; women; and other traditionally marginalized groups) if they have, for example, everything a listing asks for except for one thing that could be taught on the job. Candidate pools are typically larger, richer, and more diverse if using this tactic.

Diversify advertisement. We recommend sharing opportunities broadly and outside of traditional networks, like on [Idealist.org](https://www.idealists.org/) or [internships.com](https://www.internships.com/), or developing relationships with local colleges and universities. This strategy will allow offices to advertise internships in front of larger audiences, bringing more potential candidates into the talent pipeline.

One option for a large applicant pool: before starting interviews, or even as a part of the application process, offices could request a sample task. (When hiring a communications intern, it stands to reason that a great task might be a brief writing or editing assignment.) Understanding candidate strength prior to an interview is a great way to shrink the applicant pool to only the most qualified, interested candidates.

Streamline hiring processes. Managing applications can be an arduous process, especially when hiring managers already have enough to juggle in the regular course of their work. As a small nonprofit, we used to accept applications via email, but grew tired of ad hoc organization in an email inbox and in spreadsheets. We turned to a paid applicant tracking system, which improved our hiring processes, until we built our own homegrown product that serves our hiring needs as well as the thousands of organizations looking for a free, lightweight system. We recommend using these tools to make this part of hiring much easier on hiring managers.

Create clear onboarding plans. Good internships hinge on the first few weeks and start with the onboarding experience. For offices, a strong onboarding plan can help interns acclimate quickly and contribute to their internship fully. Some important components of onboarding plans include:

- A short overview of an office and conversation about impact to provide context for an intern's work and projects.
- In-person (or on-video) introductions to staff members.
- A demonstration or introduction to one or more of the tasks they will perform in their role.

Pay interns for their work. Offering compensation enables interns to dedicate more time and focus to their internship as they are less likely to seek out additional part-time work to meet their financial needs.

Beyond this, compensating interns is a strong move toward equity. The practice of offering unpaid internships can unfairly advantage people who can afford to provide their time and labor for free, thereby providing less access to those who cannot.

(I offer my own story, as someone who had three unpaid internships in college. I'm grateful for those experiences, in part because they launched me into the social impact career I have today. But I am deeply aware that the opportunities I was able to apply for and accept were only an option because my parents could afford for me to work for free. Not everyone is as fortunate.)

Compensating interns will bring offices more candidates of diverse backgrounds and may ultimately broaden the talent pipeline into the social impact sector.

Manage with intention. Supervising an intern is often a responsibility given to a new or junior staff person to help them gain management experience. Since interns usually have a longer learning curve due to less professional experience, managing them can be a tall order. Those managing interns may need more resources, or strategies to try if their intern isn't meeting performance expectations.

Specific plans to try, to ensure for a fruitful work experience, include:

- Collaborating with the intern to set three to five goals and offering support, resources, and examples of past projects. Devising due dates and milestones that allow for progress toward a goal, as well as a clear idea of what success looks like.
- Meeting weekly to confirm that interns are on track and have an opportunity to ask questions and receive feedback. Regular meetings help to address any issues before they become bigger problems.
- At the end of the internship, conducting an exit interview to reflect on management practices and internship programming. Internship managers could ask about what goals and projects were successful, if any didn't meet their targets, and what interns learned. Perhaps most importantly, managers can ask if interns have suggestions or comments about working relationships, office culture, and anything else they might want to add. They'll feel heard, but more than that, offices have a lot to gain from this vital feedback.

Offer remote-optional internships. What this difficult time has taught us is that there are ways to bring offline work online. In that way, we increase opportunities to hire geographically diverse candidates, or candidates with disabilities who may not easily integrate into a physical office. Offices will want to consider some of the unique needs of remote working situations: equipment, digital onboarding materials, and how to include interns in opportunities for remote meetings and social events.

Consider the whole experience. A meaningful internship that is the start of someone's social impact career is about the entire package—from a thorough and clear internship listing that reaches beyond the normal outlets, to a strong onboarding, to fair compensation, to goal-driven projects that allow for growth and reflection.

There are other facets of an internship that might ensure an intern stays connected to an office, such as:

- Offering mentorship opportunities, whether from an intern's supervisor, someone else in the office, or opportunities in the field.
- Providing space for interns to talk about their career goals and interests.
- Inviting interns to meetings with other staff, clients, or partners as well as to events and presentations.
- Opportunities to share projects, showcasing their growth in front of the whole staff.
- Coaching and training that helps them move forward in their career.

[You can learn more here: "How to Turn Interns into Your Biggest Ambassadors."](#)

While we have a lot to say on this topic, it's something we put into practice at Idealist, best exemplified by our Director of Career Programming, Kevin Kennedy, who started off eight years ago as an intern. He says that his Idealist internship was the best one he ever had. It wasn't just about getting paid, or that the work was exciting and meaningful. Kevin felt supported by his manager and manager's manager. He felt like he was a part of the team, invited to lunches and meetings. He was offered exposure into the details and inner workings of the program. He wasn't just the intern. He had real responsibilities and ownership over his work. All of this made him care, deeply, and he wanted to be there everyday—a choice he continues to make almost nine years later.

I mention Kevin, because he's the capstone of this whole topic. It behooves all of us who already work in social impact, who spend our work days reaching for a better good, to pave the way for others to join us: younger voices, traditionally marginalized voices, people who also want to build a better world but don't have the lived experiences or connections that enabled people like me, Kevin, and many of you here, to move from fulfilling internships into careers that matter.

Again, thank you for the opportunity and I look forward to answering any questions you might have.

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Learn more about our internship program recommendations [here](#).

The CHAIRMAN. Thank you, Ms. Hashimoto.

Our second witness is Amiko Matsumoto, senior executive coach and facilitator at the Partnership for Public Service, where she leads talent management and organizational culture efforts to ensure the Partnership continues to be a great place to work. She has run community service and service-learning programs in higher education, managed grants, led an agencywide strategic initiative as a Federal employee, and served on local and national boards.

Ms. Matsumoto, you are now recognized for 5 minutes to share your testimony.

STATEMENT OF AMIKO MATSUMOTO

Ms. MATSUMOTO. Thank you. Chair Kilmer, Vice Chair Timmons, and members of the Select Committee on the Modernization of Congress, thank you for the opportunity to join you today and for your time and attention to make Congress work better.

My name is Amiko Matsumoto, and I do oversee the internship program for the Partnership for Public Service. We are a nonprofit, nonpartisan organization dedicated to making the Federal Government more effective for the American people. I am pleased to highlight three elements of our intern program that help provide quality work experiences and growth for interns and benefit the Partnership as well.

For context, we recruit interns through Handshake, which is an online platform designed to democratize opportunities, and other networks as well, including Idealist. As a result, we hire interns from a broad range of colleges and universities across the country.

We have three cohorts of interns per year. A group of approximately 20 interns joins us each fall, spring, and summer for 3 to 4 months each. Our interns are typically college students, recent graduates or graduate students. We pay interns, and our hiring process includes steps for equity and inclusion to help ensure diverse hires.

There are three aspects of our internship program that I would like to highlight today: our program structure, our work with supervisors, and ways we engage interns throughout our organization.

First, we are intentional in how we structure our intern program. Prior to recruiting each cohort, each team identifies specific projects with which interns can assist. This allows us to build portfolios for interns and hire to meet our needs. It also gives each team the opportunity to reflect on best ways to engage the interns and ensure that their time will be well-spent.

We deliberately start the interns in each cohort at the same time. This enables us to realize efficiencies by grouping interns together for onboarding and professional development throughout their term. Additionally, this cohort model provides opportunities for interns to develop relationships with their peers.

At the beginning of their term, each intern is assigned a supervisor in their home department as well as a buddy who is a staff member from a different part of the organization and outside the intern's reporting line.

Additionally, we have three intern coordinators who share responsibility for program operations, including professional develop-

ment, hiring, and serve as points of contact for the intern. The supervisors, buddies, coordinators, and staff, along with peers in their cohort, provide a robust support system that provides interns with multiple resources to help them navigate the organization.

To ensure expectations are clear for both the intern and the Partnership, each intern develops a learning agreement with their supervisor that codifies the intern's work expectations and professional development interests. The supervisor meets regularly with the intern throughout the term to review work products and to discuss growth opportunities.

We provide professional development throughout each intern term. This includes biweekly meetings that provide a space for interns to discuss challenges and present their work to others. They also receive training on a variety of skills needed in a professional setting, such as notetaking, Excel, and networking.

The second topic I would like to discuss is the focus on our supervisors. We understand that supervisors need to be equipped to help interns navigate what may be their first professional experience, from managing time to creating a quality work product. We work with supervisors to ensure they have the communication and management skills necessary to engage interns in a meaningful way. We train supervisors to provide effective feedback that includes completing performance assessments.

Our supervisors meet monthly with intern coordinators and HR staff to engage, exchange ideas, and receive program updates. By ensuring supervisors are well-equipped to provide interns with a quality experience, they develop leadership skills that far outlast any intern term.

My third point focuses on integrating interns into the life of the organization. Though interns are with us just a short time, welcoming them as team members in our organization has many benefits. Each cohort meets with members of our C-suite, and we encourage supervisors to help their interns set up informational interviews with other staff.

We encourage interns to take full advantage of activities and events for the Partnership community, to get a clear idea of our mission and gain perspective on the value of public service. Some examples of those activities include participation in service projects and brown bag lunches with our board members.

We have redoubled our efforts to keep the community connected as we work remotely during COVID. We have scheduled virtual coffees as well as organization-led activities, like a virtual bingo and trivia competitions, to increase camaraderie. We actively solicit feedback from interns, including a midpoint check-in with the coordinators and HR staff, and an exit survey that provides data to drive decisionmaking as we prepare for the next cohort.

By investing in our interns, we develop a talent pipeline that has resulted in several full-time hires. Roughly 10 percent of our current staff started as Partnership interns, for example. When our interns are hired someplace other than the Partnership, we have created through them a cadre of ambassadors who understand the value of public service and can champion our work and are skilled to make a positive difference wherever they go.

Thank you for your interest in improving the intern experience wherever that may be. I am happy to answer any questions you may have.

[The statement of Ms. Matsumoto follows:]

Testimony of Amiko Matsumoto
 Senior Executive Coach and Facilitator
 Former Director of Talent
 The Partnership for Public Service
 Before the House of Representatives
 Select Committee on the Modernization of Congress
 April 29, 2021

Chair Kilmer, Vice-Chair Timmons, and members of the Select Committee on the Modernization of Congress, thank you for the invitation to join you today and for the important work you are doing to modernize Congress. My name is Amiko Matsumoto, and I oversee the internship program for the Partnership for Public Service. We are a nonprofit, nonpartisan organization dedicated to making the federal government more effective for the American people. I am pleased to be able to share the inner workings of our intern program, which is an integral part of our organization. Our intern program not only provides work experience and growth for interns, the Partnership benefits by the talent and the growth that occurs for our teams and those involved in working with our interns. I am honored to share three of the effective components of our approach.

For context, we recruit interns nationally through Handshake, an online platform designed to democratize opportunities, and through other networks. As a result, we have access to a broad range of applicants from colleges and universities across the country.

We have three cohorts of interns per year; a group of approximately 20 interns joins us each fall, spring and summer for 3-4 months each. Our interns are typically college students, recent graduates or graduate students. We pay interns, and our hiring process includes steps for equity and inclusion to help ensure diverse hires. Paying interns is critically important to our strong support for diversity, equity and inclusion.

There are three aspects of our internship program that I would like to highlight today: our program structure, our work with supervisors and ways we engage interns throughout our organization.

First, we are intentional in how we structure our intern program. Prior to recruiting for each cohort, we ask each team to identify specific projects that interns can assist with in the coming months. This allows us to build portfolios for interns and hire for those needs specifically. It also provides each team with the opportunity to reflect on best ways to engage the interns and ensure that their time is well-spent.

We deliberately start and end the interns in each cohort at the same time. This enables us to realize efficiencies by grouping interns together for onboarding and professional development throughout their term. Equally important, this cohort model provides ample opportunity for interns to meet and develop relationships with their peers.

At the beginning of their term, each intern is assigned a supervisor in their home department, as well as a buddy, who is a staff member from a different part of the organization and outside the intern's reporting line.

Additionally, we have three intern coordinators who share responsibility for program operations including professional development hiring and serve as points of contact for the interns. They work with our staff to ensure the program is aligned with the organization's talent needs and strategy.

The supervisor, coordinators, buddy and staff, along with peers in the cohort, form a robust support system that provides our interns with multiple resources to help them navigate the organization.

To ensure expectations are clear for both the intern and the Partnership, each intern develops a learning agreement with their supervisor that codifies what the intern will work on and their professional development interests. The supervisor meets regularly with the intern throughout the term to review work products and discuss growth opportunities.

We provide professional development throughout each intern term. This includes weekly or bi-weekly meetings that provide a space for interns to discuss challenges and gain experience presenting their work to others. They also receive training on a variety of skills needed in a professional setting such as notetaking, Excel and networking.

The second topic I would like to discuss is the focus on our supervisors. Supervisors are selected based on their interest, capacity and readiness. We understand that our supervisors need to be equipped to help interns navigate what may be their first professional experience, from managing time to creating a quality work product. We work with supervisors to ensure they have the communication and management skills necessary to assist interns in a meaningful way. We train intern supervisors to provide effective feedback that includes completing mid- and end-of-term performance assessments based on the intern's learning agreement. Intern supervisors learn how to delegate, respond to accommodation requests related to the Americans with Disabilities Act and approve timesheets and sick or vacation leave.

Our supervisors meet monthly with intern coordinators and HR staff to exchange ideas, share concerns and receive program updates. By ensuring these supervisors are well-equipped to provide interns with a quality experience, they develop leadership skills that far outlast an intern term.

My third point focuses on integrating interns into the life of the organization. Though interns are with us a short time, welcoming them as team players in our organization has many benefits. Here's how we do it:

- Each cohort meets with members of our C-suite, and we encourage supervisors to help their interns set up informational interviews with other staff.
- We encourage interns to take full advantage of activities and events for the whole Partnership community to get a clear idea of our mission and gain perspective on the value of public service. Some examples of those activities include participation in service projects and book clubs, attending report releases, and brown bags with our board members.
- We have redoubled our efforts to keep the community connected as we've worked remotely during COVID. We have scheduled virtual coffees as well as organization-wide activities like virtual BINGO and trivia competitions to provide a range of touchpoints and increase comradery.

- We actively solicit feedback and ideas from interns, including a mid-point check-in with the coordinators and HR staff to discuss what worked and what could be improved. We also conduct an exit survey that provides data to drive decision-making as we prepare for the next cohort.

By investing in our interns, we develop a talent pipeline that has resulted in several full-time hires – roughly 10 percent of our current full-time staff started as Partnership interns. And when our interns are hired someplace other than the Partnership, we have created through them a cadre of ambassadors who understand the value of public service, can champion our work and are skilled to make a positive difference wherever they go.

We believe that investing in a high-quality intern program matters to interns and to our organization's ability to fulfill our mission. Thank you for your interest in improving the intern experience, wherever that may be. I am happy to answer any questions you may have.

The CHAIRMAN. Thank you, Ms. Matsumoto. I appreciate your testimony.

And last but not least, we are joined by Rod Adams. Mr. Adams is PricewaterhouseCoopers U.S. and Mexico talent acquisition and onboarding leader and also serves as the co-lead of PwC's Digital Accelerator Program. He is based in Chicago and has 25 years of professional experience, beginning in client service before transitioning to human capital.

Mr. Adams leads a team that is responsible for hiring more than 15,000 full-time professionals and interns annually. He is focused on driving innovation through PwC's recruiting programs and delivering on PwC's commitment to future-proof the workforce through digital skills training.

He spent the majority of his career with PwC in talent acquisition and sourcing and is focused on building a more diverse and inclusive workforce by leveraging digital tools and disruptive strategies to create authentic, long-lasting relationships with key talent.

Mr. Adams, you are now recognized for 5 minutes.

STATEMENT OF RODERICK ADAMS

Mr. ADAMS. Thank you very much. And good afternoon, Chairman Kilmer, Vice Chairman Timmons, and the other members of this select committee. Thank you for inviting me to testify at the hearing today.

I appreciate this committee's focus in this area of attracting interns as part of the Hill's long efforts to improve staff recruitment, retention, and diversity. I am honored to have the opportunity to share what we do at PwC, our holistic approach and our internship program.

So, as I said, my name is Rod Adams. I am our U.S. and Mexico talent acquisition and onboarding leader. I have been with the firm for 25 years, started with PwC right out of college so I have been here my entire career.

I have been largely focused on and have built expertise in designing and implementing human resource process and strategies across the candidate and employee lifecycle. PwC is a professional services firm which helps our clients solve problems across a variety of areas: management consulting, tech consulting, audit, tax, as well as other things.

Throughout my career, I have been passionate about building a diverse and inclusive workforce. You know, at PwC, we strongly believe that inclusive teams composed of people with different cultural backgrounds, perspective, experiences, help us live our purpose. A diverse workforce allows us to solve important business problems and to build trust in society, and our commitment to recruiting diverse talent helps us achieve that goal.

So, as was said, my team is responsible for hiring close to 15,000 professionals and interns annually. Over the past few years, we have been transitioning to an increased virtual recruiting approach. Today all interviews are conducted virtually, the first round and second round, and we continue to host more events virtually.

Obviously, some of this was a result of the realities that were presented to us by COVID-19, but we have been on this journey

for multiple years. We started doing interviews virtually before the events of the last year and have been looking to augment, you know, what we do to digitally enable how we engage with candidates and have invested, you know, around the firm a significant amount of money in our digital and technology efforts.

So, as it relates to hiring, of the 13,000, 15,000 we hire, approximately 5,000 are interns, and we do have three different types of interns for our candidates. So I will explain each one of those.

The first we call it a Start Internship. It is for primarily rising juniors, individuals just finishing their sophomore year, and rising seniors. It is a summer internship focused on diversity. So it is diversity. It is uniquely designed for high-performing college students who have self-identified as a member of traditionally underrepresented groups, individuals with disabilities, or veterans.

So the students are selected for an internship, and they will during that internship learn about our professional services industry. We are really looking to get students interested in what we do.

They will also have the opportunity to develop professional and technical skills as well that we believe are necessary for success in the business world: leveraging data analytic skills and things of that nature to solve important problems in a program that we call Skills for Society, which provides pro bono work for not-for-profit organizations.

Last summer, we collaborated with FIRST Robotics to analyze their volunteer data and provide key insights. And that is what the 700 interns who participated in the project were able to do. So projects like those help fulfill our purpose but, more importantly or just as important, build the key skills in teaming, analytics, storytelling, and data visualization for those interns.

Our second internship program, also for rising seniors but in addition to that students going into a 5-year program, as many of the accounting majors we hire get their master's in accountancy. So we call it the Advance Internship. It is our summer internship program, provides interns with the business foundational skills they need to develop, whether they choose to pursue a career at PwC or elsewhere.

They have always been an essential part of developing our firm's long-term talent pipeline. So, as they do this internship, they are working on actual client engagements. And so they establish the foundation needed for a full-time job following graduation. So approximately 70 percent of our entry-level associates that we hire come from our internship program, our Advance Internship program.

And then the third is also very similar to the Advance Internship, but it is specifically for MBA students. They typically come with prior work experience, and, because of that, they are able to take on a higher level of responsibility than our undergrad interns. And most of our MBA interns are in our advisory consulting practice.

So our interns join PwC. They participate in both in-person and virtual training. Right now, it is all virtual, but typical in-person and virtual training, designed to develop their leadership and technical skills. So out of the gate, all interns have a training program, regardless of what type of work they are doing with us.

And then our Leadership Development Experience while they are with us, you know, aims to build leaders of the future through in-the-moment coaching. So they get a coach, real-time development. They also get what we call a relationship leader. And so as we think about it, just as athletes receive coaching and adjustments as they play, we want to do the same thing for our PwC professionals. So our interns experience that right out of the gate. They shadow partners and employees in addition to doing client assignments. So they are going to work directly with engagement teams, and they are able to experience PwC's commitment to our clients, gain valuable insights firsthand.

And then to further build relationships across the PwC team, we provide a variety of networking opportunities. So whether that is a chance to do a community service project with other interns and staff, a chance to do a lunch and learn, just a ton of opportunities for the interns to, one, get together with one another and network and then also network with our professionals.

So, you know, with that, our workforce and the makeup in the United States, as we all know, is changing. The skills needed are evolving. It is important, we believe it is important to design an internship to build on the skills that the students are developing in school, to really hone those skills and, you know, provide that real world element to it.

So thank you for your time, and I look forward to your questions.
[The statement of Mr. Adams follows:]

**Written Testimony before the Select Committee on the Modernization of Congress, United States
House of Representatives
“Professionalizing & Enriching the Congressional Internship and Fellowship Experience”**

April 29, 2021

Rod Adams PwC

Good afternoon Chairman Kilmer, Vice Chairman Timmons and other members of the Select Committee. Thank you for inviting me to testify at this hearing on “Professionalizing & Enriching the Congressional Internship and Fellowship Experience.” I appreciate the Select Committee’s focus in the areas of attracting interns as part of the Hill’s long-term efforts to improve staff recruitment, retention and diversity. I am honored to have this opportunity to share with you PwC’s holistic approach to our internship program.

My name is Rod Adams and I am the US and Mexico Talent Acquisition and Onboarding Leader for PwC with over 25 years of experience and expertise in designing and implementing human resource processes and strategies across the candidate/employee lifecycle.

Throughout my career, I have been passionate about building a diverse and inclusive workforce, leveraging digital tools and disruptive strategies to create authentic, long-lasting relationships with key talent. At PwC, we strongly believe that inclusive teams composed of people with different cultural backgrounds, perspectives, and experiences help us live our purpose. A diverse workforce allows us to solve important business problems and build trust in society, and our commitment to recruiting diverse talent helps us to achieve this goal. There’s simply no way to get around the findings that we do a better job of solving problems when we bring a diverse team and perspectives to the table. All the things we do to differentiate ourselves are further improved as a diverse workforce — the imperative here is twofold: it’s the right thing to do, and it drives bottom line results.

My team at PwC is responsible for hiring more than 13,000 full-time professionals and interns annually. Of those, we hire approximately 5,000 interns for three different types of internships based on grade level:

- **Sophomores & Juniors | Start Internship** is PwC’s diversity summer internship experience, uniquely designed for high-performing college sophomores/rising juniors who self-identify as members of traditionally underrepresented groups, individuals with disabilities and veterans. Selected students for this internship will learn about the professional services industry. They also have the opportunity to develop professional and technical skills necessary for success in the business world by leveraging their data analytics skills to solve important problems as a part of our Skills for Society program, which provides pro bono work for not-for-profit organizations. Last summer, we collaborated with FIRST Robotics to analyze their volunteer data and provide key insights. Projects like these help fulfill our purpose and build key skills in teaming, analytics, storytelling and data visualization.
- **Junior & Seniors in a 5 year program | Advance Internship** is our summer internship program that provides interns with the digital skills and business foundation they need to develop, whether they choose to pursue a career at PwC or elsewhere. Interns have always been an essential part of developing our firm’s long-term talent pipeline and this experience establishes the foundation for a full-time job offer following graduation. Approximately 70% of our entry level associates are former interns.

- **MBA |** Some of our Advance interns are MBA students. These interns typically come with some prior work experience and because of that, they are able to take on more responsibility as an intern. Most of our MBA interns are in our Advisory consulting practice.
- **Student Development Programs |** During our recruiting process, any candidates interested in getting to know more about PwC, and having PwC know more about them, can use several Student Development Programs that introduce recruits to the professional services industry, while giving them the opportunity to expand their leadership skills, build relationships and strengthen their technical capabilities. We provide exceptional training to hone their skills, coaching, flexibility and opportunities for growth and mobility.

Our workforce and the make-up of the United States is changing. It's important for new joiners to the workforce — such as interns and recent graduates — to be aware of these changes and come equipped for success in this changing environment.

Over the past few years, PwC has been transitioning to increased virtual recruiting. Today, all interviews are conducted virtually (both first and second round interviews), and we continue to host more virtual connectivity events as well. This approach allowed us to transition quickly to the realities presented by COVID-19. PwC has been on a multi-year journey to augment digitally-enabled work arrangements and has invested \$3 billion in digital and technology in order to support our team of people who have long been dispersed across our U.S. and Mexico offices and client sites. We didn't do this in anticipation of a crisis, but rather to continue to invest in our people's experience.

We are now looking at how we take the best of both the in-person and virtual recruiting worlds as we shape our recruiting strategy moving forward. Relationships are important and some require in-person time on top of virtual connection points. We don't want to lose sight of the in-person dynamic that is appealing to college students.

We're now seeing those dividends pay off as we continue to recruit and interview fully virtually, and as we transition our summer programs, like the internship program, to a virtual experience. We are confident that the digital skills we provide to our summer intern class will help set them for long-term success.

Digital tools are helping PwC recruiters build a footprint at a greater number of schools, as well as enabling recruiters to spend more 1 on 1 time with students from underrepresented sources who may need additional support or coaching. This is greatly impacting our ability to build out and recruit from a more diverse talent pipeline. We look for talent from more than 600 colleges and universities across the United States, which includes 35 Historically Black Colleges and Universities as well as 41 Hispanic-Serving Institutions.

Handshake is one of the tools that has had the greatest impact, enabling us to scale our digital outreach and help students stay up to date on jobs and virtual events, and helps create connections with alumni, employees, and recruiters.

Once interns join PwC, they participate in both in-person and virtual training designed to develop their leadership and technical skills. Our Leadership Development Experience supports leaders of the future through in-the-moment coaching and real-time development. Just as an athlete receives coaching after making a play, so too do the professionals at PwC.

Interns also shadow Partners, Principals and employees in addition to experiencing client assignments. By working directly with engagement teams, interns are able to experience PwC's commitment to client service and gain valuable insight into the professional services industry.

To further build relationships across the PwC team, we provide a variety of networking activities to allow our interns to build their network and experience the PwC Culture. Our internship experience continues to evolve year after year to meet the needs of our clients and our future talent.

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The CHAIRMAN. Thanks, Mr. Adams.

We will head into member questions, and I will recognize myself for 5 minutes out of the gate.

My first question, Ms. Hashimoto, does Idealist have a lot of government postings for internships, and have you seen any congressional office use your service?

Maybe discuss how a congressional office like mine would use a jobs and internship posting board. What is the value proposition for a congressional office? How would it improve our applicant pool? How would it help us screen for high-quality applicants?

Ms. HASHIMOTO. Absolutely. Thank you for that question. That is a great one. For sure, I think that we definitely have a good number of opportunities working in the government at various levels. We have city parks departments on the site all the way—the State Department is also on Idealist posting opportunities. So it is a wide variety.

And our community is definitely interested in social impact, and we have learned through the years that that really takes so many different forms. They would be interested in working for a corporation who is, you know, working in their corporate social responsibility department.

So our folks, again, we surveyed them, have lots of anecdotal conversations, and they are sort of interested in, again, a wide range of opportunities. And I think sometimes it is about just not knowing.

And so on our site in particular, there are lots of nonprofit opportunities, but, you know, for example, were Member offices to be posting, I have no doubt there would be interest there. I know some of the positions that come up often in your offices, for example, like a communications position or a chief of staff position, those are absolutely sort of common in the nonprofit sector.

And I guess it sort of depends on the Member office to sort of say what skills they are looking for. And I would hope, you know, someone coming with varied experience in the nonprofit sector, in the for-profit sector, would be kind of a great addition to an office. I think they would probably be able to bring a lot of what they have learned and then sort of, you know, come in and bring something hopefully new and hopefully fresh.

But absolutely. I think another thing too is just even that exposure in front of our community. So whether you are, you know, looking to attract candidates in D.C. or in your district office, I think it is just another great way to get in front of people.

And we also offer volunteer opportunities as well. So that is sort of another thing. If there are opportunities with your offices, again, in either location, I think that is another way to get in front of a lot of people. Yeah, about a million or so a month.

The CHAIRMAN. Let me ask Mr. Adams or Ms. Matsumoto, so, you know, our committee has an opportunity to make recommendations to make Congress work better.

So give us a first step that Congress ought to take to ensure a high-quality intern program that actually creates educational value for its participants across every congressional office. What would you do? Is it training the intern managers? Is it creating a shared

curriculum? Is it a resource office for interns? Is it something else? Give us some advice.

Mr. ADAMS. Would you like me to go first—

The CHAIRMAN. Sure, take a swing.

Mr. ADAMS [continuing]. Amiko? Okay. Yeah, so a number of things that I would suggest in no particular order. I do think that 100 percent having a deliberate approach that is somewhat centralized is important. As I have been in my role, there was a time where we were very decentralized in our approach. So what we looked for, how we trained, you know, how we set up, you know, the connectivity around interns varied from group to group.

And we made a conscious decision that we wanted to create a consistent experience. So starting with training, depending on what type of job they are coming in, regardless of where they are—obviously, we are a national firm—regardless of where they are, they are going through the exact same training at the exact same time at the beginning of their internship to position them to be able to do the work that we are asking them to do. So having that consistent training program I would recommend.

Their support network is set up the exact same way. So they get a buddy. They get a coach. They get a relationship leader. And then they are kind of in a pod of six to eight interns within the team that they are working with with that coach relationship leader and buddy, and that is their support team for the full 8 weeks that they are with us over the summer. Those individuals are helping them from a learning perspective but just also helping them figure out how to navigate, you know, PwC and corporate America. So I do think that that is important.

And then the last thing I will point out and I will turn it over is I know on the first panel there was a lot about paid internships. Our internships are paid and clearly support that, but there are benefits outside of a paid internship that really resonate that we see and hear from our interns.

We have got, as an example, as a part of our training they have the opportunity to earn badges. So there is training that they can do where they can earn a digital visualization badge, for example. That goes with them, right. So they are now able to put that on Handshake or wherever it is where they are being recruited and show that they got a skill that they learned as part of their internship. That is a benefit that we have gotten a lot of traction from, as well as they are so focused on—and I know just by doing an internship with you, they are kind of demonstrating this, but they are so focused on giving back.

So having opportunities during our internship where they can give back to the community and do it together—and it is a connectivity opportunity as well as an opportunity to have an impact socially—means a lot to them as well.

The CHAIRMAN. Ms. Matsumoto, I may come back to you. I want to give my colleagues an opportunity to ask questions. And if you don't get a chance to weigh in on that, I may before we wrap ask you to answer it as well.

Vice Chair Timmons.

Mr. TIMMONS. Thank you, Mr. Chairman.

This has been really helpful. I want to start with Mr. Adams. Could you talk about the manner in which you track gender and racial makeup of your both different levels of people that actually work in your company versus interns, and in addition to that, what steps you take to make sure that it is an appropriate makeup, gender and racially, across the spectrum. Does that question make sense?

Mr. ADAMS. I think so. I think so. So, you know, I will start with what steps we take to make sure it is an appropriate makeup. So, first of all, we look at, you know, the external data points, the pipeline, to say, okay, we have got certain skill sets we are hiring. What do graduation rates look like? Things of that nature, so that we kind of understand, you know, are we at parity with what exists in the marketplace or exceeding what exists in the marketplace? If not, what do we need to do differently?

So it starts with attracting talent, right? And I have always been passionate about we have to get the right talent in the door, diverse talent in the door. So to me, that is a lot about, where are you going and how are you articulating your opportunities to individuals of different backgrounds?

Because what interests, you know, one individual may not be what interests another. Like, we are not—we can't—we have got to be personalized in our recruitment approach. So, one, where are you going? We do have a long list of schools we actively recruit from. We have been deliberate to make sure that list is inclusive. We have got 35 historically Black colleges we recruit from as well as 41 Hispanic-serving institutions. We have been deliberate to make sure our list includes those schools.

You know, regardless of the school we recruit from, even if it is not one of those institutions, engaging with the minority student organizations on campus to sell what we are looking for in our firm and the value we bring, the career opportunities, huge, huge part of our efforts.

And then, as interns, when they come into the door, we recruit them, we get them in the door, you know, how are we connecting them to individuals that have similar backgrounds, interests, look like them, is all important. And we make everything available, and we let the students select what do I want to get engaged with? So do I want to get engaged with the network, you know, our Black networking circle, because that is important to me. We don't force it, but if it is something that is important to them, we make it available.

And so once they get their—making sure they, again, have that network and support and they have an opportunity to engage and see people who look like them, have experiences like them, things of that nature.

Mr. TIMMONS. That was really helpful. Thank you. So, after the internship going all the way up to senior leadership, are you taking steps to make sure that the proportionality is appropriate, or how does that work?

Mr. ADAMS. Sorry, I put myself on mute. Yes, absolutely. Absolutely. So I will just give a couple examples. You know, we do believe that we need to be deliberate in that space as well.

So, as new hires joined as associates, we have a 2-year, we call it an onboarding program. We like to name everything, so we have named this Thrive. And it is a program specifically meant for underrepresented minorities, to provide them, you know, the additional insights, support that they may be interested in or need as they are looking to progress.

What we have found is the first 2 years in our organization matter so much. Getting off on the right foot, getting the right relationships, getting on the right clients, getting the right experiences matters so much. So we use that program just to have an extra layer of certainty that we are getting them those right experiences, getting connected with the right individuals.

So, you know, as an example, that is one of the things that we do. But throughout—you know, so our progression is associate, senior associate, manager, director and then ultimately partner. That is kind of the levels within the firm.

And each one of the levels that you progress up, there are different interventions that we have with those in the underrepresented minority groups to help shepherd them through that experience and continue to help them be successful and progress through the firm.

Mr. TIMMONS. Thank you for that. And I am out of time, but at the end, I am going to come back. And one of the concepts we had earlier in the last panel was that Congress should track all of its data for interns and beyond. We currently do not have any good tracking system. So I just wanted to hear any of your thoughts on that. I think that we probably should be tracking it.

So I will yield back, but will circle up on that at the end. Thank you so much.

The CHAIRMAN. Thank you, Vice Chair Timmons.

Mr. Cleaver.

Mr. CLEAVER. Thank you, Mr. Chairman and Mr. Vice Chairman.

Look, I am going to ask you guys some pretty tough questions, candid. And I have thought about it, and I think, you know, I might as well do it so this can be beneficial.

There is a lot being written about Congress and these times in which we live and so forth and function. Is Congress a place you think that still has an image glamorous enough to attract young, brilliant people to want to be in the mix on this Hill surrounded by fencing?

Don't worry about hurting the feelings of the chair and the co-chair. Just say it out. I think it is important really because I think, you know, we are talking about trying to bring more, you know, young people in, interns, bright people. And, you know, when I saw the title of our hearing, I thought, you know, we need to really go down into the roots to find out, you know, just how attractive or unattractive we are.

Ms. Hashimoto, anybody who wants to go first. I mean, don't be too eager to hurt our feelings.

Ms. HASHIMOTO. No, I will take it, and I appreciate that question. And it is a great—actually, I thought that was going to be about the pandemic. I think perhaps it was a little bit, but not totally. And that is a sobering question, and I think it is a good one.

My gut says yes. I mean, I don't know that I am representing every single, you know, every 1 million of our members, but I think when I think about people who want to make a difference and when I think about where they can do it, this is one of those places. This is literally that happening right now. You know, this is one more step in getting there. And I think yes.

And I think talking about this current moment, it came up sort of in the first part of the panel, but I think thinking about what it means to be remote right now. And, again, if we are talking about safety of any sort, I think it is a great note to consider what it means to be remote.

And I share the sentiments that I heard before. I think these learning experiences are much better in person, but I think where they can be accommodated I think it is incredible because, you know, we know what is going on, folks working remotely. It is bringing up accessibility issues. Where folks who maybe could not get to a physical office or could not work in that space, couldn't afford, you know, to get to D.C., all of a sudden, that is changing. And so I think this ability to have remote opportunities, where possible, as much as possible, I think can be really powerful.

I do think it is hard, of course, and I think it takes a lot more—I think it takes a lot more process ahead of time and much more codified to get there, but I think that there are lots of different ways to do it. So I think, again, that can make these opportunities more accessible.

And I hope that there is still glamour for people. I know young Emily, there sure was. I didn't actually intern on the Hill, but interning in D.C. was definitely a dream. So just to say I think for all the Emilies out there, I think there is probably still some shine if I had to guess.

Mr. CLEAVER. I am interested, Ms. Matsumoto.

Ms. MATSUMOTO. Thank you. It is a great question, and I think it is something that is true for many of our institutions. There is kind of what we think of an institution or what we think of, in this case, a specific Member of Congress. I think there are a number of ways people want to make a difference. There are a number of ways people believe that change is possible, and they want to be a part of that change.

So I think there is a sense of to what extent can, as you recruit, be intentional in helping people understand the difference that they can make individually and as part of this institution. I think there is genuine hope out there. And people have tremendous skills and talent, and they want to use that to drive change. And there are few places where people can make national-scale type of change, and Congress is one of them.

So there may be some challenges certainly in the different types of perspectives that someone may have, but I think there is a genuine belief that this is a place to go if you want to be able to make a difference on such a grand scale. So I do think there are many people who still think this is something they want to do.

And I think to the point of equity and other things that happened earlier, you spoke of earlier, there are a lot of people who do want to serve. And for them to be able to have a way to do that, be able to do so, financially to be able to do so because they can

navigate the system and figure out how to apply, I think all those things certainly come into play. But I do believe—and I don't think it is just a hope—that people really do want to serve, and that that is something that has been true for generations and certainly true for the current one as well.

Mr. CLEAVER. I think my time is up, but I wanted to get to Mr. Adams at some point. I can talk to him maybe offline. Thank you very much. That is very helpful to me and not as painful as I thought, but I appreciate your candor.

The CHAIRMAN. Thank you, Mr. Cleaver.

Mr. Phillips.

Mr. PHILLIPS. Thank you, Mr. Chair.

The first question is for you, Mr. Adams. Intrigued by how you create different internship programs for different constituencies. I am curious about any key learnings that you might share with us about the—I can't remember the name, but for the underserved communities internship program you have.

You referenced that 70 percent of your new associates come from the other program. Do some of those from the underserved program make it to associates? What have you learned? What are some of the challenges? What might we take from that experience?

Mr. ADAMS. Yes. Thanks.

The CHAIRMAN. I am sorry, Mr. Cleaver, you got to mute. There we go.

Mr. PHILLIPS. He didn't know his time was expired.

Mr. ADAMS. The mute button gets someone on every call, right?

So thank you for asking that question. So absolutely. Our internship programs are all built to kind of build on each other and ultimately end up at full time. So that program, the Start program for the underrepresented exists because we are looking to—at the heart of it, we want to get more students interested in what we do. So we built that program as a means to introduce them to the profession.

So we are pretty open with the majors because, you know, they are young in their college careers at that point, that we look for, because we want—you know, we want to build interest in what we do, hopefully change people to choose computer science or accounting or one of the things that we are interested in or that we are hiring. So that is what it is all about. We look at it to be a feeder.

So, to specifically answer your question, about 60 percent of the individuals that participate in our Start program end up staying with us for multiple summers and starting with us full time after they graduate. And so it is a very important program for us. We had 700 interns in it last year. We are going to have 1,000 this summer. And so that is the ultimate goal, for us to retain them and move them forward.

Mr. PHILLIPS. Thank you.

This next proposition is a little bit out of left field, but I would love your reaction.

And, Ms. Matsumoto, maybe starting with you.

But my office takes advantage of a lot of fellowship programs. Wounded Warriors and Rangel Fellowships. We have a Pearson Fellow soon to start. And they have been extraordinary blessings to me, to our team, and I think it goes both ways. It makes me

wonder, though, why doesn't Congress have an opportunity for congressional staffers to have fellowships in the executive branch, work in an embassy for 6 months, work in one of the agencies, so that we can actually have some cross-fertilization of those experiences too instead of just having talent from the administration or executive branch go back to the executive branch.

Any thoughts on that, if you think it would be smart, if it could even work? I would love your thoughts on that, Ms. Matsumoto.

Ms. MATSUMOTO. Thank you. It is a great question. I do think there are a lot of ways we benefit from talent exchanges and from being able to learn how different things work, being able to form relationships with folks in different parts of different organizations.

So I think there are opportunities out there. I think there are examples. Perhaps not an exact one that you mentioned, but there are several different types of fellowship programs where there are talent exchanges. That occurs both public and private sector. I think it occurs in the public sector different ways. You have the IPA program. There are just so many different things that happen.

So it is a great idea. I think it is something that we certainly would be happy to talk to you about further in ways that we could see that working or how that has transpired in other ways and we could take some of the best practices in other situations to bring it there. But the talent exchange concept is really important and one that allows for people to really develop better understanding and further skills as well.

Mr. PHILLIPS. Any other comments, Ms. Hashimoto or Mr. Adams?

You know, Mr. Adams, just to go back to you quickly, back to the internship program that I referred to, I really want to—is there anything that you learned that surprised you or that PwC has been surprised by, in terms of relative to the recruitment, what the difference makers are between those that succeed and those that don't? Anything, any nuggets that you might share with us that have been either pleasant surprises or unanticipated challenges?

Mr. ADAMS. Specifically the early internship program or just in general?

Mr. PHILLIPS. Yes, the early. My focus is to track more economic and racial diversity. We are fine with geography and politics. And I know how tough that is. You know, just the notion of coming to Washington, even if there is support and money and a place to live. But what do you see as kind of the deal-makers and the deal-breakers, in terms of the success?

Mr. ADAMS. So, for us, I could give you my lens. Again, a lot of what we do is accounting. For us, awareness of what we do and why we do it, just like what the profession is.

We have to spend a lot of time on the education early in college career. We start with minority offices on campus as early as freshmen to really introduce them to what we do because there is a lack of understanding and awareness. So that has been—you know, it is not a surprise anymore. It has been that way since I have been here, but it has been an obstacle that we have had to overcome.

So getting to students early, selling them early on before they are locked in on a major on, you know, what it is that we do so they start to think about our profession, has been something we

have had to put a lot of effort and energy in at a level and a level depth and deliberateness with underrepresented minorities that we don't have to do with the majority.

We don't require that with the majority. There is just more of awareness of what we do. So that has probably been our biggest obstacle to overcome.

Mr. PHILLIPS. I appreciate it. My time has well expired.

Thank you all very much. Great conversation and appreciate your insights. Thank you.

The CHAIRMAN. I want to make sure that we give folks an opportunity if they have questions that weren't asked of this panel. I know, Mr. Timmons, Vice Chair Timmons, you had one. Go ahead.

Mr. TIMMONS. Sure. Currently, there is a lot of debate over what the actual data is. I mean, the best data that we have had, the methodology to obtain that data is painstakingly difficult, and it essentially involves interns using social media and/or Google to try to figure out the socioeconomic and/or, you know, gender, race of a person.

So I guess my question is, does anyone think that we shouldn't be tracking this stuff? Like, I don't understand. Let me start here: Do all of you track this as a part of due course of your businesses, and what are your thoughts on whether Congress should also track it?

Anybody that wants to jump in, but I would like to hear from each of you briefly.

Ms. HASHIMOTO. I will jump in briefly just to say at Idealist with our hiring, we are not tracking that information. We are tracking it other ways. And I will say we are slow to it. I think we have had some reticence—perhaps that is a shared thing—of feeling like we don't want to ask. We want to make it really candidate forward.

But I think that this data matters. And so we are actually doing things. As we build products, we are asking for that information. Obviously, anonymized, private, you know, shipped to a different database. I mean, we are being really careful about our management of this data.

But I will just say one thing that comes to mind. I think about the ways that some of our nonprofits are starting to track data with applicants. So that is when they track it. They track it right then. They take it. Again, it is anonymized.

It is not connected to the candidate profile, but it is a way to get whatever you are looking for. So this way—and, of course, it is optional. I guess that is also important to say. But when you are asking for race and ethnicity, you are asking for gender, gender expression, you know, whatever sort of feels right. Veteran status, people with disabilities.

So I think it can really be whatever it needs to be. And hopefully some of that data, again, not attached to the candidate, but hopefully even just having that in aggregate could probably be pretty powerful.

Ms. MATSUMOTO. We do track applicant data as well. To Ms. Hashimoto's point, we don't connect that to a specific candidate. So hiring managers don't see that, for example. But from an HR perspective, we do have that.

And we do look at our data over time to understand, you know, are people making it through the process? Are we losing certain demographics in certain ways, and what might be causing that and if that is the case? So we do look at data. It does help inform our process to make sure we are equitable. You know, are we thinking about inclusion in different ways? You know, it has been very helpful.

It is a challenge, I think, to track data. Our software allows us from an applicant tracking system to be able to track that. It is not something that everybody may have, so it does certainly provide some challenges to somebody who doesn't have access to that. And we have been really intentional in how we use it, where we disclose it, how we use it to drive decisionmaking throughout.

So it is something that I think is valuable, but I think there has got to be really clear understanding of how that data is used and, you know, to do something that can improve a process and not necessarily be tied to a specific candidate that might have an impact that way.

Mr. ADAMS. I don't think I can say it any better than she just did. Our approach is exactly the same. We do have the data. We track it to improve decisionmaking, but it is not aligned to a candidate in any way, shape or form. It is totally—Emily said it—it is totally optional on whether, you know, an applicant decides to give it to us.

But we do have the data, and it helps so we can look at it in the aggregate to help us make decisions on where, you know, we need to intervene, where we need to have training, and things of the like. So yeah.

Mr. TIMMONS. Thank you all.

Mr. Chairman, I yield back.

The CHAIRMAN. I would love to ask Ms. Matsumoto, you know, we have folks managing interns who were interns not too long ago, and a lot of folks in that role don't have management experience. So any advice as to what our committee could recommend with regard to training the trainers. What does the curriculum look like for managers of interns?

Ms. MATSUMOTO. That is a great question, and it is something that we have thought a lot about. I am in a similar situation. Many of our entry level staff also supervise interns. It is a great opportunity for them to develop leadership skills and management skills, and I think there is additional focus on the fact that they are also learning and experiencing the workplace themselves.

So we have done a couple different things to help train and equip our supervisors. We do have a session before they start, before the interns start where the supervisors will meet. They learn about things, some things kind of operational, how to approve timesheets and approve leave and things like that, but also things like how to provide productive feedback, how to effectively delegate.

So we do gather them, have a chance for them to talk and learn with and from one another in advance. And then we have them meet kind of throughout the intern term to be able to discuss that with their peers, exchange ideas. Hey, I am having a hard time with my intern speaking up in meetings. You know, what else have people done to help encourage their intern to be more

participatory? So those sorts of questions we can get at and provide a space for them to really explore. So that is something that we have done.

We have, and a little bit to your question earlier as far as how to start this, we looked across the organization to find out what teams were doing and what was working well and how we could replicate that.

So there were some things where we didn't have to completely start something all over again. It was, hey, this is working really well; how do we replicate that? How do we expand that so that other teams might have that same sort of opportunity?

And that has been true for our supervisors as well. We do have folks who are happy to talk with them, help them troubleshoot or, you know, kind of explore different topics as they are kind of coming into their own in supervision.

But we have been incredibly intentional to work with our supervisors so that they are prepared. It is something that it takes a little bit of time on the front end, but on the back end, there are all kinds of ways in which that pays off. So it is something that we certainly recommend.

The CHAIRMAN. I am just looking to see if any of my colleagues have any further questions. Mr. Phillips, do you have anything? Okay.

Well, I want to thank our witnesses for their testimony today. I also want to thank our very talented staff of this committee.

This hearing was put together quickly, and it is a testament to their hard work that it went so smoothly, and we had so many talented witnesses.

I would also like to thank Mr. Phillips for sharing his intern ID badge, which was certainly one of the highlights of my day. Just out of solidarity, I will share my internship photo from 1993. I am not sure what is more embarrassing, how large my trousers are in that photo or how large my hair is.

But I want to thank all of you for your participation.

Without objection, all members will have 5 legislative days within which to submit additional written questions for the witnesses to the chair, which we will forward to the witnesses for their response. And I would certainly ask our witnesses to please respond as promptly as you are able.

Without objection, all members will have 5 legislative days within which to submit extraneous materials to the chair for inclusion in the record.

And, with that, we are adjourned. Thanks again, everybody.

[Whereupon, at 3:52 p.m., the committee was adjourned.]